98th Annual General Meeting and Annual Convention

November 28-29, 2025

FICCI

ANNUAL REPORT
2024 - 2025



INDIA
SELF-RELIANT ECONOMIC POWERHOUSE

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A WORD FROM THE PRESIDENT

India's economic trajectory continues to inspire confidence and admiration globally. The year 2025 has been marked by remarkable resilience and robust performance across multiple fronts. Our nation's GDP growth of 7.8 per cent in the April-June 2025 quarter stands as a testament to the economy's inherent strength and dynamism. This achievement gains particular significance against the backdrop of a global economy grappling with rising tariff tensions, geopolitical uncertainties, and persistent supply chain disruptions. Whilst international markets have witnessed heightened volatility and protectionist measures, India's growth story has remained compelling and broad-based.

The growth momentum has been sustained across sectors, with manufacturing maintaining its trajectory under the Production-Linked Incentive schemes, whilst services—particularly information technology, tourism, and the financial sector—have remained key contributors to economic expansion. Domestic consumption has shown robust vitality, private investment has improved considerably and continued public infrastructure spending has provided the necessary foundation for sustained growth. Inflation has moderated within the Reserve Bank's target band, and foreign exchange reserves have touched record highs, reflecting the macroeconomic stability and investor confidence that India commands. Despite the rising tides of global uncertainty, India continues to stand out as a bright spot in the world economy, offering both scale and stability to investors and trade partners alike.

As I approach the conclusion of my tenure as FICCI President, I am pleased to reflect on a year marked by transformative reforms, strategic policy initiatives, and significant achievements in advancing the Viksit Bharat vision. Since assuming charge of the Federation, my tenure has been characterised by extensive engagement with key stakeholders across government, industry, and international partners. FICCI has continued to play a pivotal role in shaping India's policy landscape and contributing meaningfully to nation-building through sustained dialogue, comprehensive policy advocacy, and collaborative action.

The external environment presented both challenges and opportunities throughout the year. The heightened tariff regime imposed by the United States, including steep duties on Indian exports, has created new challenges for the Indian industry. However, India’s resolute efforts to diversify its trade partnerships have yielded exceptional results. The landmark trade agreement with the United Kingdom represents a watershed moment in bilateral economic relations and is projected to enhance trade volumes by US$34 billion annually. This agreement opens new vistas for Indian businesses across manufacturing, services, and technology sectors. Furthermore, the implementation of the European Free Trade Association Trade and Economic Partnership Agreement marks another significant step in broadening India’s trade and investment horizons, particularly with Switzerland, Norway, Iceland, and Liechtenstein. These agreements not only provide market access but also reinforce India’s commitment to a rules-based international trade architecture.

External developments have strengthened the imperative for India's progression towards an Atmanirbhar Bharat. The Union Budget of India 2025-26 outlined a clear plan for structural reforms and improving the ease of doing business through regulatory and procedural simplification. The "next-generation GST reforms" announced by the Honourable Prime Minister in his Independence Day speech have been genuinely transformative. Strategically introduced before the festive season, the GST rate rationalisation and simplification measures have not only boosted domestic consumption and stimulated economic growth but have also significantly increased business and consumer confidence. These reforms mark a fundamental change in India's indirect taxation system, making compliance easier and reducing the cascading effects that previously hindered business efficiency.

My tenure has been marked by sustained and substantive engagement with the highest levels of government and policy-making institutions. I had the honour of meeting with the Honourable President of India, Smt. Droupadi Murmu, and the then Vice President of India, Shri Jagdeep Dhankhar, during which we discussed FICCI's role in advancing India's economic agenda and the priorities for industry-government collaboration. My interactions with key ministers were comprehensive and focused on sector-specific policy needs. These included meetings with Shri Rajnath Singh, Minister of Defence; Shri Amit Shah, Minister of Home Affairs and Cooperation; Shri Nitin Jairam Gadkari, Minister of Road Transport and Highways; Smt Nirmala Sitharaman, Minister of Finance and Corporate Affairs; Dr Subrahmanyam

Jaishankar, Minister of External Affairs; and Shri Piyush Goyal, Minister of Commerce and Industry, and several other cabinet ministers and ministers of state. These engagements enabled productive dialogue on policy initiatives, regulatory frameworks, and industry concerns across various sectors.

During the National Executive Committee Meetings of FICCI, I had valuable interactions with Honourable Chief Ministers, Shri N Chandrababu Naidu, Shri Yogi Adityanath, and Shri Omar Abdullah. These interactions provided crucial insights into state-level priorities and enabled FICCI to align its advocacy with regional development imperatives. My prominent interactions with policymakers included substantive discussions with Mr Sanjay Malhotra, Governor of the Reserve Bank of India; Mr Tuhin Kanta Pandey, Chairman of the Securities and Exchange Board of India, and senior secretaries, including those from the Department for Promotion of Industry and Internal Trade, Economic Affairs, MSME, and NITI Aayog. These interactions ensured that industry perspectives were effectively communicated to policy-making institutions and that FICCI remained at the forefront of economic policy discourse.

Strengthening international economic partnerships has been a cornerstone of my tenure. FICCI's international engagements extended to significant multilateral platforms. The Russia-India Business Forum in Moscow, presided over by Dr S Jaishankar, External Affairs Minister of India, and His Excellency Mr Denis Manturov, First Deputy Prime Minister and Minister of Industry and Trade of the Russian Federation, provided a strategic platform for deepening bilateral economic ties. The India-Brazil Business Dialogue featured His Excellency Mr Geraldo Alckmin, Vice President and Minister of Development, Industry, Trade and Services of Brazil, and focused on expanding trade and investment flows between the two major emerging economies. Throughout the year, I engaged with ambassadors and ministers from the European Union, Japan, Malaysia, Morocco, Slovak Republic, Ethiopia, and Italy to foster bilateral cooperation and explore opportunities in semiconductor manufacturing, advanced technologies, defence, and food processing sectors. These engagements reinforced India's growing economic influence and created concrete pathways for bilateral cooperation, investment, and knowledge exchange across key sectors.

In alignment with the Viksit Bharat vision, FICCI has continued its focused efforts on the four key pillars of Make in India, sustainability, rural prosperity, and women-led development. These strategic priorities have guided our work throughout the year, manifesting in concrete outcomes, measurable impact, and transformative initiatives on the ground in form of flagship events, capacity building programmes and policy inputs.

Our Make in India agenda has advanced significantly through strategic policy inputs and capability-building initiatives. FICCI submitted comprehensive inputs to NITI Aayog and the Department for Promotion of Industry and Internal Trade for the National Manufacturing Mission, drawing upon learnings from global manufacturing growth experiences. The India Manufacturing Leadership Forum 2025, held in September, is a unique closed-door initiative that witnessed participation from over 60 select CEOs, fostering dialogue on enhancing India's global manufacturing competitiveness. FICCI's excellence initiatives have progressed substantially, with Safety Awards undergoing audit and Quality Awards in the assessment phase. Throughout the year, the FICCI Centre for Sustainability Leadership organised "Go and See" visits for MSME capacity building to leading manufacturing facilities, including Addverb, Honda, Nestlé, and Wipro, facilitating knowledge transfer and showcasing best practices in operational excellence.

The sustainability agenda has been pursued with particular vigour, yielding measurable outcomes in carbon footprint reduction and green mobility. FICCI conducted 24 workshops and webinars, reaching over 750 small and medium enterprises on carbon footprint measurement and reduction strategies. Digitised Proof-of-concepts to gather data to measure carbon footprint and provide solutions were launched in Vadodara and Ankleshwar, with expansion planned to Kolkata and Hyderabad. Six comprehensive knowledge papers on the circular economy were released, and five major companies were onboarded for circular economy initiatives. On green mobility, FICCI has prepared a comprehensive Roadmap for Public Charging Infrastructure 2030 and is actively advocating for a reduction in GST on battery swapping and charging infrastructure. Our significant policy outreach resulted in the implementation of Public Charging Stations (PCS) under the PM E-DRIVE scheme.

Rural prosperity and agricultural transformation have seen remarkable progress through digital enablement and skill development interventions. FICCI's digital mechanisation programme has onboarded 19,300 farmers onto the Krish-e platform and enabled 9,079 rental partners, democratising access to farm machinery. The skill training programme has

reached 2,800 youths across 11 states, with a notable 28 per cent female participation, while 3,380 agricultural entrepreneurs have been trained, supporting 3.5 lakh farmers with extension services and market linkages. The Takneek Plots initiative achieved its Kharif season target, with 500 plots adopted for demonstrating best practices, and plans are in place for 1,400 additional plots in the Rabi season. Six projects under the Public-Private Partnership for Agriculture Value Chain Development (PPPAVCD) in partnership with the Union Ministry of Agriculture have been approved by the government, covering potato, maize, ginger, millets, turmeric, and vegetables. FICCI is the PMU for this initiative. The sustainable agriculture programme has benefitted 2 lakh farmers through partnerships with six companies. Additionally, 35,000 tonnes of agricultural waste have been collected for compressed biogas production, and 86 solar microgrid units have been commissioned in rural areas, enhancing energy access and creating new income streams for farming communities.

Women-led development has achieved significant milestones, surpassing targets in skills training and participation. FICCI's skills campaign reached its ambitious goal of training 7 lakh women by October 2025, building on the 5 lakh women skilled in 2024, with commitments secured from 30 corporates for ongoing support. The Techequity digital platform, offering about 1000 skill development courses, has attracted a total traffic of 4 lakh users and nine workshops held on technology skills for women. The mentorship platform has registered 850 mentors, providing guidance for women entrepreneurs and professionals.

Beyond these strategic priority areas, FICCI's extensive programme of flagship events and sectoral platforms has addressed key aspects of India's economic growth. The 25th edition of FICCI FRAMES marked a milestone in media and entertainment discourses, exploring the evolution of the creative economy and India's growing influence in global content markets. HEAL 2025 brought together healthcare leaders, policymakers, and technology innovators to discuss transformation in health service delivery, medical technologies, and health financing. The Medical Value Travel Summit and India MedTech Expo showcased India's capabilities in medical tourism and medical device manufacturing, positioning the country as a global healthcare destination and manufacturing hub. The 22nd CAPAM and FIBAC 2025 provided platforms for vital discussions on capital markets development and banking sector transformation, addressing financing needs for India's growth ambitions. FICCI LEADS focused on leadership development for future-ready organisations. The India-Japan Business Cooperation Summit and the India-EFTA Prosperity Summit strengthened bilateral economic partnerships and explored opportunities for sectoral collaboration, while the Advantage Assam Summit highlighted investment opportunities in the north-eastern region, promoting balanced regional development.

As we reflect on these developments, it becomes clear that 2025 has been a pivotal year in shaping India's path towards Viksit Bharat, with a focus on making India self-reliant, inclusive, and globally competitive. FICCI has played an active and vital role in this journey, serving as a bridge between government and industry, facilitating dialogue, advocating for policy reforms, and implementing transformative initiatives across sectors. The extensive engagement across manufacturing, sustainability, rural prosperity, and women-led development, along with sectoral platforms addressing various dimensions of economic growth, demonstrates the breadth and depth of FICCI's contribution to India's progress.

As I conclude my tenure as FICCI President, I am confident that the chamber will continue to promote strong collaboration between government and industry, ensuring India's sustained economic development and inclusive growth. The momentum we have built across our strategic priority areas will undoubtedly hasten India's march towards becoming a developed nation by 2047. By working together towards this shared vision, we will turn every challenge into an opportunity, leveraging our collective strengths to navigate global uncertainties and emerge more resilient.

I look forward to the new year with hope and optimism.



Harsha Vardhan Agarwal

OBITUARY



Remembering

Mr Deepak Banker

Past President, FICCI, 1995-96

During the year, FICCI has lost one of its senior most Past Presidents, Mr Deepak Banker. Mr Banker headed FICCI during the year 1995-96. FICCI deeply mourns the sad demise of Mr Banker.

Mr Banker took over as the President of FICCI in 1995, when the Indian economy was witnessing a slow-down in the industrial growth rates. During the Presidency of Mr Banker, the Federation took a firm stand against the implementation of the provisions of FERA and recommended a comprehensive review. FICCI also came up with some short-term measures to reverse the slide being experienced in the economy. These included the need for increasing liquidity in the economy, reducing the rate of interest, raising the limit of external commercial barrowings and withdrawal of the Minimum Alternate Tax (MAT).

FICCI also called for the setting up of an independent regulatory authority for telecommunications. It also stressed the need for a Tariff Commission that could act as a bridge between the Government and the business to regulate the reduction of tariffs.

The Agriculture sector was also facing a decline in productivity during his Presidency. Mr Banker urged the Government to develop a national strategy for a Second Green Revolution.

Mr Banker's commitment and support towards FICCI's activities was commendable.

FICCI conveys its heartfelt condolences to the bereaved family.

NATIONAL EXECUTIVE COMMITTEE AND OTHER MEETINGS

NATIONAL EXECUTIVE COMMITTEE MEETINGS

Sr. No.	Date and Venue	Items for Discussion
1.	21.11.2024 New Delhi	1. Election of: ■ Senior Vice President – Mr Anant Goenka ■ Vice President – Mr Vijay Sankar 2. Co-option of Members and appointment of Invitees on the National Executive Committee 3. Composition of: ■ Executive Board ■ Appointment of Chairs/Co-Chairs of Sectoral Committees, State & International Councils ■ Steering Committee ■ Membership Screening Committee
2.	03.02.2025 New Delhi	Interactive Session on Union Budget 2025-26: ■ Shri Ajay Seth, Secretary, Department of Economic Affairs, Ministry of Finance, Government of India
3.	14.04.2025 Lucknow	Session on "U.S. Reciprocal Tariffs and Impact on India - Opportunities and Challenges" ■ Prof. Abhijit Das, International Trade Policy Expert and Former Head of Centre for WTO Studies (CWS) Special Session with: ■ Shri Yogi Adityanath, Hon'ble Chief Minister of Uttar Pradesh
4.	25.06.2025 Vijayawada	Presentation on Priority Area: ■ Make in India - Mr Vijay Shankar, Vice President, FICCI & Chairman, The Sanmar Group Session on "India's Security Self Reliance – Technology and Make in India" ■ Moderator: Col PVS Nageswara Rao, CEO, Sugosha Advisory, Consultant - Defence & Aerospace, Startup Coach, Early-Stage Investor, Defence Market Intelligence Expert ■ Speakers: ❍ Mr. Ankit Mehta, Co-Chair, FICCI Drone Committee, Co-Founder & CEO, ideaForge Technology Ltd ❍ Mr Ashok Atluri, Co-Chair, FICCI Defence & Homeland Security Committee and CMD, Zen Technologies Ltd. Special Session with: ■ Shri N Chandrababu Naidu, Hon'ble Chief Minister of Andhra Pradesh

5.	25.08.2025 Mumbai	Priority Areas and discussion: ■ Overview by: Mr Alok Kshirsagar, Senior Partner, McKinsey & Company ■ Presentation on Rural Prosperity: Mr Veejay Nakra, Chair, FICCI Committee on Agriculture; President, Farm Equipment Sector, Mahindra & Mahindra Ltd. ■ Presentation on Sustainability: Mr Shreevar Kheruka, Chair, FICCI Committee on Environment & Climate Change and Managing Director, Borosil Ltd. Session on "Strengthening India's Economic Resilience amidst Global Uncertainties" ■ Mr Neelkanth Mishra, Chief Economist, Axis Bank & Head of Global Research, Axis Capital and Part-Time Member of EAC-PM ■ Mr Nilesh Shah, Managing Director, Kotak Mutual Fund and Part-Time Member of EAC-PM
6.	14.10.2025 Srinagar	Special Session with: ■ Jenab Omar Abdullah, Hon'ble Chief Minister of Jammu and Kashmir Update on Tourism Committee: ■ Dr Jyotsna Suri, Mentor, Tourism Committee; Past President FICCI and Chairperson & Managing Director, The Lait Suri Hospitality Group Update on High-Level Committee (HLC) on Non-Financial Regulatory Reforms: ■ Ms Jyoti Vij, Director General, FICCI

OTHER MEETINGS

EXECUTIVE BOARD MEETINGS

Sr. No.	Date	Mode of Meeting
1.	10.12.2024	New Delhi (Hybrid)
2.	16.01.2025	New Delhi (Hybrid)
3.	05.03.2025	New Delhi (Hybrid)
4.	15.05.2025	New Delhi (Hybrid)
5.	18.07.2025	New Delhi (Hybrid)
6.	26.08.2025	New Delhi (Hybrid)
7.	12.09.2025	New Delhi (Hybrid)
8.	10.10.2025	New Delhi (Hybrid)

STEERING COMMITTEE MEETINGS

Sr. No.	Date	Mode of Meeting
1.	14.04.2025	Lucknow (Hybrid)
2.	08.08.2025	Virtual
3.	22.09.2025	Virtual
4.	21.11.2025 (to be held)	Virtual

ORGANIZATION & FINANCE COMMITTEE MEETING

Sr. No.	Date	Mode of Meeting
1.	09.10.2025	Virtual

AUDIT COMMITTEE MEETING

Sr. No.	Date	Mode of Meeting
1.	26.08.2025	New Delhi (Hybrid)

SCREENING OF NEW MEMBERSHIP APPLICATIONS

Sr. No.	Month of Circulation of Applications	Online Approval
1.	December 2024	Through Circulation
2.	January 2025	Through Circulation
3.	February 2025	Through Circulation
4.	March 2025	Through Circulation
5.	April 2025	Through Circulation
6.	May 2025	Through Circulation
7.	June 2025	Through Circulation
8.	July 2025	Through Circulation
9.	August 2025	Through Circulation
10.	September 2025	Through Circulation
11.	October 2025	Through Circulation
12.	November 2025	To be Circulated

MANAGEMENT OF FICCI (2024-25)

Office Bearers

At the conclusion of the 97th Annual General Meeting and Annual Convention of FICCI, held on November 21, 2024 in New Delhi, Mr Harsha Vardhan Agarwal, Vice Chairman and Managing Director, Emami Limited took over as President from Dr Anish Shah, Group CEO & Managing Director, Mahindra Group. Immediately thereafter, at the meeting of the reconstituted National Executive Committee, Mr Anant Goenka, Vice Chairman, RPG Group and Mr Vijay Sankar, Chairman, The Sanmar Group, were unanimously elected as Senior Vice President and Vice President, respectively.

NATIONAL EXECUTIVE COMMITTEE

President	:	Mr Harsha Vardhan Agarwal, Kolkata
Senior Vice President	:	Mr Anant Goenka, Mumbai
Vice President	:	Mr Vijay Sankar, Chennai
Immediate Past President	:	Dr Anish Shah, Mumbai
Director General	:	Ms Jyoti Vij, New Delhi

Patron

1. Mr Sudarshan Kumar Birla, Kolkata

Past Presidents

1. Mr Sudarshan Kumar Birla, Kolkata
2. Mr Sudhir Jalan, Kolkata
3. Mr G P Goenka, Kolkata
4. Mr Chirayu R Amin, Vadodara
5. Dr A C Muthiah, Chennai
6. Mr Y K Modi, Gurugram
7. Mr Onkar S Kanwar, Gurugram
8. Mr Saroj Kumar Poddar, Kolkata
9. Dr Habil Khorakiwala, Mumbai
10. Mr Rajeev Chandrasekhar, Bengaluru
11. Mr Harsh Pati Singhania, New Delhi
12. Mr Rajan Bharti Mittal, New Delhi
13. Mr Harsh Mariwala, Mumbai
14. Mr R V Kanoria, New Delhi

15. Ms Naina Lal Kidwai, New Delhi
16. Mr Sidharth Birla, New Delhi
17. Dr Jyotsna Suri, New Delhi
18. Mr Harshavardhan Neotia, Kolkata
19. Mr Pankaj R Patel, Ahmedabad
20. Mr Rashesh C Shah, Mumbai
21. Mr Sandip Somany, Gurugram
22. Dr Sangita Reddy, Hyderabad
23. Mr Uday Shankar, Mumbai
24. Mr Sanjiv Mehta, Mumbai
25. Mr Subhrakant Panda, New Delhi

Representatives of Ordinary Members

Industry Constituency

1. Mr Arun Alagappan, Chennai (Tamil Nadu) (Agri Inputs Industry)
2. Mr Sanjay Bhatia, New Delhi (Delhi) (Manufacture of Tin Containers & its Components)
3. Dr Jacob Crasta, Bengaluru (Karnataka) (Manufacturing of Environmental Stimulation Products)
4. Mr Saket Dalmia, New Delhi (Delhi) (Manufacturing and Processing of Imported Marble Granite)
5. Mr C K Dhanuka, Kolkata (West Bengal) (Petrochemical)
6. Mr Lalit Gandhi, Kolhapur (Maharashtra) (Agro Processing Industries, Real Estate, Construction)
7. Mr Shrivardhan Goenka, Kolkata (West Bengal) (Manufacturing and Plantation)
8. Mr Mahesh Gupta, Noida (Uttar Pradesh) (Industry – Engaged in manufacturing of Water Purifiers, Vegetable Cleaners, Water Softners, Small Home Appliances, Kuhl Fans, etc.)
9. Mr Ashok Kajaria, New Delhi (Delhi) (Manufacturing of Ceramic and Vitrified Tiles)
10. Mr Rajiv Vastupal Mehta, Ahmedabad (Gujarat) (Energy Audit and Petrochemicals)
11. Mr Chandra Shekhar Nopany, Kolkata (West Bengal) (Sugar Manufacturer)
12. Mr Ramesh A Patil, Hubballi (Karnataka) (Manufacturer of Auto Electric Components)
13. Mr Pavan Kumar Poddar, Kolkata (West Bengal) (Real Estate, Healthcare and Tea Plantation)
14. Mr G Ravindran, Chennai (Tamil Nadu) (Food Processing Industry)
15. Mr Alok B Sriram, New Delhi (Delhi) (Industry – Engaged in manufacturing of bulk sugar, PG sugar, sugar cubes / sachets, Industrial alcohol, anhydrous alcohol, Co-generation of Power, organic/fine chemicals, rayon tyre yarn cord, fabric, nylon, chafer & defence equipments)
16. Mr Gowra Srinivas, Secunderabad (Telangana) (Petrochem)
17. Mr B Sriramulu, Coimbatore (Tamil Nadu) (Industry - Textiles)
18. Mr Gaurav Swarup, Kolkata (West Bengal) (Manufacturing of Cooling Towers)
19. Mr R Veeramani, Chennai (Tamil Nadu) (Granite and Natural Stone Industry)
20. Mr A Vellayan, Chennai (Tamil Nadu) (Fertilizers)

21. Mr Narayanan Vellayan, Chennai (Tamil Nadu) (Fertilizer)
22. Seat vacant (Mr Rudra Chatterjee, Kolkata (West Bengal) - upgraded to Corporate Membership in April 2025)
23. Seat vacant (Mr Natubhai Patel, Ahmedabad (Gujarat) - joined as Corporate Member in October 2025)
24. Seat vacant (Mr Vijay Sankar, Chennai (Tamil Nadu) - he had been elected as Vice President, FICCI in November 2024)

Trade & Services Constituency

1. Mr M Rafeeque Ahmed, Chennai (Tamil Nadu) (Leather Trade & Services)
2. Ms Sushma Paul Berlia, New Delhi (Delhi) (Education, Skill Development & Training)
3. Mr Pranav Bhardwaj, New Delhi (Delhi) (Iron & Steel)
4. Mr Girish P Dani, Ahmedabad (Gujarat) (Chemical)
5. Mr R Ganapathi, Chennai (Tamil Nadu) (IT & ITES)
6. Dr C N Gangadaran, Chennai (Tamil Nadu) (Auditing and Consultancy)
7. Mr Shashwat Goenka, Kolkata (West Bengal) (Retail Business)
8. Mr S P Gupta, Delhi (Delhi) (Paper Merchant)
9. Mr Shikharchand Jain, Mumbai (Maharashtra) (Textile)
10. Dr N Jegatheesan, Madurai (Tamil Nadu) (Floral Concentrate & Absolutes)
11. Mr Shiv Siddhant Narayan Kaul, Kolkata (West Bengal) (Industrial Maintenance Services)
12. Mr Samir Modi, New Delhi (Delhi) (Retail & FMCG)
13. Mr Mahendra Parmar, Chennai (Tamil Nadu) (Export and Import of Agricultural Produces, Spices and Condiments)
14. Mr V N Shiva Sankar, Chennai (Tamil Nadu) (Legal Services – Corporate Laws)
15. Mr B Srihari, Coimbatore (Tamil Nadu) (BPO Service)
16. Mr Narender Surana, Secunderabad (Telangana) (Solar Products)
17. Mr Jawahar Vadivelu, Chennai (Tamil Nadu) (Business Process Outsourcing)
18. Mr V P Vaishnav, Rajkot (Gujarat) (Stock & Security Broker)

Associate Members

1. Mr S N Agarwal, Chairman, Bhoruka Power Corporation Ltd., Bengaluru (Karnataka)
2. Mr Kishan Lal Agrawal, Managing Director, Worldwide Insurance Brokers Ltd., Noida (Uttar Pradesh)
3. Mr Samir K Biswas, President-Corporate Affairs, Deepak Fertilisers and Petrochemicals Corporation Limited, Dist. Raigad (Maharashtra)
4. Mr Balkrishna Dalmia, Chairman, Quality Tea Plantations Pvt. Ltd., Kolkata (West Bengal)
5. Mr Rajat Dalmia, Director, Dalmia Real Estates Dealers Pvt. Ltd., Kolkata (West Bengal)

6. Mr Puran Chand Dawar, Chairman, Dawar Footwear Industries, Agra (Uttar Pradesh)
7. Mr N Tarachand Dugar, Founder Chairman, Dugar Group of Companies (Dugar Insulations India Limited), Chennai (Tamil Nadu)
8. Dr Sunil Gupta, Partner, Sunil Ram & Co., New Delhi (Delhi)
9. Mr Dinesh N Joshi, Chairman & Managing Director, Satya Giri Shipping Co. Ltd., Mumbai (Maharashtra)
10. Mr K Ramaswamy, Partner, Sivasakthi Engineering Co., Bengaluru (Karnataka)
11. Mr S K Sanghi, Managing Director, HWTC Group (Sarvesh Salt & Chemicals Pvt. Ltd.), Ahmedabad (Gujarat)
12. Mr Priyank Varshney, Director, Eminent India Private Limited, New Delhi (Delhi)
13. Mr Narinder Wadhwa, Managing Director, SKI Capital Services Ltd., New Delhi (Delhi)
14. Mr Nandwardhan M Yande, Proprietor, Yande Polymers, Nashik (Maharashtra)
15. Seat vacant (Mr Vijay Chaudhary, Managing Director, Unicharm India Private Limited, Gurugram (Haryana) (He has moved on from Unicharm India Private Limited)
16. Seat vacant (Mr Meela Jayadev, Director, Sudhakar PVC Products Pvt. Ltd., Hyderabad (Telangana) (Upgraded to Corporate Member in April 2024)
17. Seat vacant (Dr N G Khaitan, Senior Partner, Khaitan & Co., Kolkata (West Bengal) (Upgraded to Corporate Member in July 2024)

Corporate Members

1. Abans Holdings Limited, Mumbai (Maharashtra)
2. Abbott Healthcare Private Limited, Mumbai (Maharashtra)
3. Accenture Solutions Private Limited, Gurugram (Haryana)
4. Acme Cleantech Solutions Private Limited, Gurugram (Haryana)
5. Adani Enterprises Limited, Ahmedabad (Gujarat)
6. Aditya Birla Renewables Limited, New Delhi (Delhi)
7. Advanced Weapons and Equipment India Limited, Kanpur (Uttar Pradesh)
8. Air India Express Limited, Gurugram (Haryana)
9. Airbus India Private Limited, New Delhi (Delhi)
10. Altius Telecom Infrastructure Trust, Mumbai (Maharashtra)
11. Amazon Seller Services Private Limited, New Delhi (Delhi)
12. Amber Enterprises India Limited, Gurugram (Haryana)
13. Ambuja Neotia Holdings Private Limited, Kolkata (West Bengal)
14. Amway India Enterprises Private Limited, Gurugram (Haryana)
15. Apple India Private Limited, New Delhi (Delhi)
16. Arcelormittal Nippon Steel India Private Limited, Mumbai (Maharashtra)
17. Arpwood Capital Private Limited, Mumbai (Maharashtra)

18. Arvind Limited, Ahmedabad (Gujarat)
19. Asandas and Sons Private Limited, Ahmedabad (Gujarat)
20. Asclepius Wellness Private Limited, New Delhi (Delhi)
21. Asian Paints (India) Limited, Mumbai (Maharashtra)
22. Astral Limited, Ahmedabad (Gujarat)
23. Attero Recycling Private Limited, Noida (Uttar Pradesh)
24. AU Small Finance Bank Limited, Jaipur (Rajasthan)
25. AVAADA Energy Private Limited, New Delhi (Delhi)
26. Axis Max Life Insurance Limited, Gurugram (Haryana)
27. B L Agro Industries Limited, Bareilly (Uttar Pradesh)
28. Bain & Company, Bengaluru (Karnataka)
29. Bayer CropScience Limited, Mumbai (Maharashtra)
30. Belrise Industries Limited, Pune (Maharashtra)
31. Bharat Seats Limited, Gurugram (Haryana)
32. Bio Veda Farmacy Private Limited, Noida (Uttar Pradesh)
33. Biocon Limited, Bengaluru (Karnataka)
34. Birla Eastern Limited, Chandigarh (Chandigarh)
35. Blackstone Advisors India Private Limited, Mumbai (Maharashtra)
36. Boehringer Ingelheim India Private Limited, Mumbai (Maharashtra)
37. Bonfiglioli Transmissions Private Limited, Kancheepuram (Tamil Nadu)
38. Borosil Renewables Limited, Mumbai (Maharashtra)
39. BSE Limited, Mumbai (Maharashtra)
40. CARE Ratings Limited, Mumbai (Maharashtra)
41. Carlsberg India Private Limited, Gurugram (Haryana)
42. Castrol India Limited, Mumbai (Maharashtra)
43. Caterpillar India Engineering Solutions Private Limited, New Delhi (Delhi)
44. Chambal Fertilisers & Chemicals Limited, New Delhi (Delhi)
45. Chartered Speed Limited, Ahmedabad (Gujarat)
46. Chemplast Sanmar Limited, Chennai (Tamil Nadu)
47. Citi Bank N.A., Mumbai (Maharashtra)
48. Civil Engineers Enterprises Private Limited, New Delhi (Delhi)
49. ClearTrail Technologies Private Limited, Indore (Madhya Pradesh)
50. Coca Cola India Private Limited, Gurugram (Haryana)
51. Compunnel Technology India Private Limited, Noida (Uttar Pradesh)
52. Container Corporation of India Limited, New Delhi (Delhi)
53. CP PLUS, Noida (Uttar Pradesh)

54. Dalas Biotech Limited, Bhiwadi (Rajasthan)
55. Dalmia Bharat Limited, New Delhi (Delhi)
56. DBG Technology (India) Private Limited, Dist. Rewari (Haryana)
57. DBS Bank India Limited, Mumbai (Maharashtra)
58. Deloitte Touche Tohmatsu India LLP, Mumbai (Maharashtra)
59. Deutsche Bank AG, Mumbai (Maharashtra)
60. DHR Holding India Private Limited, Mumbai (Maharashtra)
61. Diageo Business Services India Private Limited, Bengaluru (Karnataka)
62. Dineshchandra R Agrawal Infracon Private Limited, Ahmedabad (Gujarat)
63. Discovery Communications India, Mumbai (Maharashtra)
64. DLF Limited, New Delhi (Delhi)
65. Dr Reddy's Laboratories Limited, Hyderabad (Telangana)
66. Dtwelve Spaces Private Limited, Delhi (Delhi)
67. Edelweiss Financial Services Limited, Mumbai (Maharashtra)
68. Eduvanz Financing Private Limited, Mumbai (Maharashtra)
69. EKI Energy Services Limited, Indore (Madhya Pradesh)
70. Emami Limited, Kolkata (West Bengal)
71. Eram Motors Private Limited, Kochi (Kerala)
72. ESSAR Group, Mumbai (Maharashtra)
73. Evonik India Private Limited, Mumbai (Maharashtra)
74. Export-Import Bank of India, Mumbai (Maharashtra)
75. Finolex Industries Limited, Pune (Maharashtra)
76. G R Infraprojects Limited, Gurugram (Haryana)
77. GAIL (India) Limited, New Delhi (Delhi)
78. Gainwell Commosales Private Limited, Greater Noida (Uttar Pradesh)
79. Gaja Engineering Private Limited, Hyderabad (Telangana)
80. Galderma India Private Limited, Mumbai (Maharashtra)
81. Gateway Terminals India Private Limited, Navi Mumbai (Maharashtra)
82. GEE Limited, Kolkata (West Bengal)
83. General Insurance Corporation of India, Mumbai (Maharashtra)
84. Ghanshyam Pharmaceuticals (GR Dhanuka Group), Guwahati (Assam)
85. GMR Airports Limited, New Delhi (Delhi)
86. GMR Power & Urban Infra Limited, New Delhi (Delhi)
87. Godfrey Phillips India Limited, New Delhi (Delhi)
88. Godrej Industries Limited, Mumbai (Maharashtra)
89. Google India Private Limited, Mumbai (Maharashtra)

90. Graphite India Limited, Kolkata (West Bengal)
91. Grasim Industries Limited, Mumbai (Maharashtra)
92. Greenko Energies Private Limited, Hyderabad (Telangana)
93. Gujarat Tea Processors & Packers Limited, Ahmedabad (Gujarat)
94. H.G. Infra Engineering Limited, Jaipur (Rajasthan)
95. Haier Appliances (India) Private Limited, New Delhi (Delhi)
96. HDFC ERGO General Insurance Company Limited, Mumbai (Maharashtra)
97. Hero Future Energies, New Delhi (Delhi)
98. Hester Biosciences Limited, Ahmedabad (Gujarat)
99. Hettich India Private Limited, Mumbai (Maharashtra)
100. Hindalco Industries Limited, Mumbai (Maharashtra)
101. Hindustan Composites Limited, Mumbai (Maharashtra)
102. Hindustan Petroleum Corporation Limited, Mumbai (Maharashtra)
103. Hindustan Unilever Limited, Mumbai (Maharashtra)
104. HMA Agro Industries Limited, New Delhi (Delhi)
105. Honda Motorcycle and Scooter India Private Limited, Gurugram (Haryana)
106. HP India Sales Private Limited, Gurugram (Haryana)
107. HPCL-Mittal Energy Limited, Noida (Uttar Pradesh)
108. ICFAI Group (ICFAI Foundation for Higher Education), Hyderabad (Telangana)
109. ICICI Bank Limited, Mumbai (Maharashtra)
110. ICICI Lombard GIC Limited, Mumbai (Maharashtra)
111. IDP Education India Private Limited, Gurugram (Haryana)
112. IFB Industries Limited, Goa (Goa)
113. IHHR Hospitality Private Limited, New Delhi (Delhi)
114. IIFL Finance Limited, Mumbai (Maharashtra)
115. India Glycols Limited, Noida (Uttar Pradesh)
116. Indian Farmers Fertiliser Cooperative Limited, New Delhi (Delhi)
117. Indian Metals & Ferro Alloys Limited, New Delhi (Delhi)
118. Indian Oil Corporation Limited, New Delhi (Delhi)
119. Indian Sucrose Limited, New Delhi (Delhi)
120. Indo Nissin Foods Private Limited, Bengaluru (Karnataka)
121. Info Edge (India) Limited, Noida (Uttar Pradesh)
122. Inmobi Technology Services Private Limited, New Delhi (Delhi)
123. Insolare Energy Limited, Ahmedabad (Gujarat)
124. Intel Technology India Private Limited, Bengaluru (Karnataka)
125. IT Infrastructure Park Private Limited, Noida (Uttar Pradesh)

126. ITC Limited, New Delhi (Delhi)
127. Jindal Stainless Limited, New Delhi (Delhi)
128. Jindal Steel and Power Limited, New Delhi (Delhi)
129. Jiostar India Private Limited, Mumbai (Maharashtra)
130. JIS Group, Kolkata (West Bengal)
131. JK Cement Limited, Gurugram (Haryana)
132. JMS Mining Private Limited, Kolkata (West Bengal)
133. JSV Motors and Constructions Private Limited, Lucknow (Uttar Pradesh)
134. JSW Steel Limited, Mumbai (Maharashtra)
135. Khaitan & Co., Noida (Uttar Pradesh)
136. Khandelwal Edible Oils Private Limited, Bareilly (Uttar Pradesh)
137. Kimberly Clark India Private Limited, Mumbai (Maharashtra)
138. Kirloskar Brothers Limited, Pune (Maharashtra)
139. Kohler India Corporation Private Limited, Pune (Maharashtra)
140. Kotak Mahindra Bank Limited, New Delhi (Delhi)
141. KPI Green Energy Limited, Surat (Gujarat)
142. KPMG, Gurugram (Haryana)
143. Krisumi Corporation Private Limited, Gurugram (Haryana)
144. Larsen & Toubro Limited, New Delhi (Delhi)
145. Laurus Labs Limited, Hyderabad (Telangana)
146. Lilavati Kirtilal Mehta Medical Trust, Mumbai (Maharashtra)
147. Lulu International Shopping Mall Private Limited (Fair Exports (I) Private Limited), Cochin (Kerala)
148. M3M India Private Limited, Gurugram (Haryana)
149. Mahindra & Mahindra Limited, Mumbai (Maharashtra)
150. MakeMy Trip (India) Private Limited, Gurugram (Haryana)
151. Manappuram Finance Limited, Thrissur (Kerala)
152. Mankind Pharma Limited, New Delhi (New Delhi)
153. Marico Limited, Mumbai (Maharashtra)
154. Mashreq Bank PSC, Mumbai (Maharashtra)
155. McKinsey & Company India LLP, Mumbai (Maharashtra)
156. Meghmani Organics Limited, Ahmedabad (Gujarat)
157. Mentorx Incubation and Advisory Services Private Limited, New Delhi (Delhi)
158. Merlin Projects Limited, Kolkata (West Bengal)
159. Meta (Facebook), Gurugram (Haryana)
160. MGM Minerals Limited, Bhubaneswar (Odisha)
161. MI Lifestyle Marketing Global Private Limited, New Delhi (Delhi)

162. Microsoft Corporation (India) Private Limited, Gurugram (Haryana)
163. Midgulf Services India Private Limited, New Delhi (Delhi)
164. Mohan Mutha Exports Private Limited, Chennai (Tamil Nadu)
165. Molbio Diagnostics Limited, Verna (Goa)
166. MRF Limited, Chennai (Tamil Nadu)
167. MSPL Limited, Hospet (Karnataka)
168. MUFG Bank Limited, Mumbai (Maharashtra)
169. Multani Pharmaceuticals Limited, New Delhi (Delhi)
170. N J India Invest Private Limited, Surat (Gujarat)
171. National Institute of Construction Management and Research, Pune (Maharashtra)
172. National Securities Depository Limited (NSDL), Mumbai (Maharashtra)
173. National Stock Exchange of India Limited, Mumbai (Maharashtra)
174. Nav Investment Consultants LLP, Ahmedabad (Gujarat)
175. Navi Limited, Bengaluru (Karnataka)
176. Nayara Energy Limited, New Delhi (Delhi)
177. Nestle India Limited, Gurugram (Haryana)
178. Netflix Entertainment Services India LLP, Mumbai (Maharashtra)
179. Netweb Technologies India Limited, Faridabad (Haryana)
180. Nilkamal Limited, Mumbai (Maharashtra)
181. NMDC Limited, Hyderabad (Telangana)
182. Novartis Healthcare Private Limited, Mumbai (Maharashtra)
183. NTPC Limited, New Delhi (Delhi)
184. Nucleus Software Exports Limited, Noida (Uttar Pradesh)
185. Nuvama Wealth Management Limited, Mumbai (Maharashtra)
186. Obeetee Private Limited, Kolkata (West Bengal)
187. Oil and Natural Gas Corporation Limited, New Delhi (Delhi)
188. Oppo Mobiles India Private Limited, Gurugram (Haryana)
189. Oravel Stays (Private) Limited (OYO), Gurugram (Haryana)
190. P I Investment Advisory LLP, Bengaluru (Karnataka)
191. Panasonic Life Solutions India Private Limited, Gurugram (Haryana)
192. Pantomath Capital Advisors Private Limited, Mumbai (Maharashtra)
193. PB Agro Products LLP, New Delhi (Delhi)
194. Perfios Software Solutions Private Limited, Bengaluru (Karnataka)
195. Pernod Ricard India Private Limited, Gurugram (Haryana)
196. Piramal Enterprises Limited, Mumbai (Maharashtra)
197. Power Gilt Treasuries Inc., New Delhi (Delhi)

198. PPIN Private Limited, Gurugram (Haryana)
199. Prama Hikvision India Private Limited, Mumbai (Maharashtra)
200. Prama India Private Limited, Mumbai (Maharashtra)
201. PricewaterhouseCoopers Professional Services LLP, Mumbai (Maharashtra)
202. Procter & Gamble Home Products Private Limited, Mumbai (Maharashtra)
203. Rarean Fluid-Tech Private Limited, Bhubaneswar (Odisha)
204. Refex Industries Limited, Chennai (Tamil Nadu)
205. Reliance Industries Limited, Mumbai (Maharashtra)
206. Reliance Infrastructure Limited, Mumbai (Maharashtra)
207. ReNew Power Private Limited, Gurugram (Haryana)
208. Rio Tinto India Private Limited, Gurugram (Haryana)
209. RPG Enterprises (Ceat Limited), Mumbai (Maharashtra)
210. RPSG Group (CESC Limited), Kolkata (West Bengal)
211. Rungta Mines Limited, New Delhi (New Delhi)
212. Sachin Industries Limited, Ahmedabad (Gujarat)
213. SAEL Industries Limited, New Delhi (Delhi)
214. Safex Chemicals (India) Limited, New Delhi (Delhi)
215. Samrat Chemical Industries, Udaipur (Rajasthan)
216. Samsung India Electronics Private Limited, Gurugram (Haryana)
217. Samvardhana Motherson International Limited, Noida (Uttar Pradesh)
218. Satyendra Packaging Limited, Ahmedabad (Gujarat)
219. Shree Cement Limited, Kolkata (West Bengal)
220. Shree Ramkrishna Exports Private Limited, Mumbai (Maharashtra)
221. Shreeji Coke and Energy Private Limited, Jamnagar (Gujarat)
222. Shriram Finance Limited, Mumbai (Maharashtra)
223. Siemens Limited, Mumbai (Maharashtra)
224. Smartworks Coworking Spaces Limited, Gurugram (Haryana)
225. Somany Impresa Group, Gurugram (Haryana)
226. Sorting Hat Technologies Private Limited, Bengaluru (Karnataka)
227. Sporta Technologies Private Limited (Dream Sports), Mumbai (Maharashtra)
228. Sriveda Sattva Private Limited (Sri Sri Tattva), Bengaluru (Karnataka)
229. State Bank of India, Mumbai (Maharashtra)
230. Steel Authority of India Limited, New Delhi (Delhi)
231. Sudhakar PVC Products Private Limited, Hyderabad (Telangana)
232. Sun International Private Limited, New Delhi (Delhi)
233. Sun Pharmaceutical Industries Limited, Mumbai (Maharashtra)

234. Suzlon Energy Limited, New Delhi (Delhi)
235. SYENSQO INDIA, Mumbai (Maharashtra)
236. Takeda Biopharmaceuticals India Private Limited, Gurugram (Haryana)
237. Tata Capital Limited, Mumbai (Maharashtra)
238. Tata Consumer Products Limited, Bengaluru (Karnataka)
239. Tata Power Delhi Distribution Limited, New Delhi (Delhi)
240. Tata Sons Private Limited, New Delhi (Delhi)
241. Tata Steel Limited, Jamshedpur (Jharkhand)
242. TCPL Packaging Limited, Mumbai (Maharashtra)
243. Texmaco Rail & Engineering Limited, Kolkata (West Bengal)
244. The Boston Consulting Group (I) Private Limited, Gurugram (Haryana)
245. The New India Assurance Co. Limited, Mumbai (Maharashtra)
246. Thomas Cook (India) Limited, Mumbai (Maharashtra)
247. TMI Group, Secunderabad (Telangana)
248. Toyota Kirloskar Motor Private Limited, Bengaluru (Karnataka)
249. Tractors and Farm Equipment Limited, Chennai (Tamil Nadu)
250. TransUnion CIBIL Limited, Mumbai (Maharashtra)
251. Trent Limited, Mumbai (Maharashtra)
252. Trident Limited, Ludhiana (Punjab)
253. Trimex Industries Private Limited, Chennai (Tamil Nadu)
254. Trust Investment Advisors Private Limited, Mumbai (Maharashtra)
255. TV Today Network Limited, Noida (Uttar Pradesh)
256. Ultra International Limited, Ghaziabad (Uttar Pradesh)
257. United Technologies Corporation (I) Private Limited (UTC), New Delhi (Delhi)
258. UPL Limited, New Delhi (Delhi)
259. Vardhman Textiles Limited, Ludhiana (Punjab)
260. Varun Beverages Limited, Gurugram (Haryana)
261. Vestige Marketing Private Limited, New Delhi (Delhi)
262. Viraj Profiles Private Limited, Mumbai (Maharashtra)
263. Visa Minmetal Limited, Kolkata (West Bengal)
264. Vishwa Samudra Holdings Private Limited, Hyderabad (Telangana)
265. Vivo Mobile India Private Limited, Gurugram (Haryana)
266. Vodafone Idea Limited, New Delhi (Delhi)
267. Warburg Pincus India Private Limited, Mumbai (Maharashtra)
268. West Coast Paper Mills Limited, Kolkata (West Bengal)
269. Wipro GE Healthcare Private Limited, Bengaluru (Karnataka)

270. Wockhardt Limited, Mumbai (Maharashtra)
271. Xiaomi Technology India Private Limited, New Delhi (Delhi)
272. YES Bank Limited, Mumbai (Maharashtra)
273. Zydus Lifesciences Limited, Ahmedabad (Gujarat)

Co-opted Members

1. Mr Sanjeev Agrawal, Former President, PHDCCI & Group Chairman, MMG Group, New Delhi (Delhi)
2. Mr T Ramesh Dugar, President, Hindustan Chamber of Commerce, Chennai (Tamil Nadu)
3. Ms V Kavitha Dutt, Joint Managing Director, The KCP Limited, Chennai (Tamil Nadu)
4. Mr Ajay Jaisingh, Director, Amatra Solutions Private Limited, Ahmedabad (Gujarat)
5. Mr Rajeev Juneja, President, PHD Chamber of Commerce and Industry, New Delhi (Delhi)
6. Mr Amit Kamat, Chairman, Federation of Freight Forwarders' Association in India, Mumbai (Maharashtra)
7. Mr R Ravi Kumar, President, Federation of Telangana Chambers of Commerce and Industry, Hyderabad (Telangana)
8. Mr Nikhil K Madrasi, President, The Southern Gujarat Chamber of Commerce & Industry, Surat (Gujarat)
9. Dr Prabodh Mohanty, President, Utkal Chamber of Commerce and Industry Limited, Bhubaneswar (Odisha)
10. Mr S N Raghuchandran Nair, President, The Trivandrum Chamber of Commerce and Industry, Trivandrum (Kerala)
11. Ms Nayantara Palchoudhuri, Director, Washabarie Tea Company Private Limited & Hony. Consul, Consulate of Norway in Kolkata, Chair, Tea Research Association, Kolkata (West Bengal)
12. Mr Chozha Naachiar Rajasekar, President, The Tamil Chamber of Commerce, Chennai (Tamil Nadu)
13. Dr M Razzack, Chartered Accountant, M/s. Dean & Dean, Chennai (Tamil Nadu)
14. Ms Uma Reddy, President, Federation of Karnataka Chambers of Commerce and Industry and Managing Director, M/S Hitech Magnetics & Electronics Private Limited, Bengaluru (Karnataka)
15. Mr Deepak Sharma, President, Federation of M.P. Chamber of Commerce and Industry, Bhopal (Madhya Pradesh)
16. Mr R Shivakumar, Chairman & Managing Director, Kumar Group of Companies, Bangalore (Karnataka)
17. Mr Sanjay Vasudeva, Managing Partner, SCV & Co. LLP, Chartered Accountants, Noida (Uttar Pradesh)

Invitees

1. Mr Ankit Agarwal, Managing Director, Sterlite Technologies Limited, Gurugram (Haryana)
2. Mr Nishant Arya, Vice Chairman, JBM Group & Chairman, Linde + Wiemann SE & Co. KG, Gurugram (Haryana)
3. Ms Ramya Bharathram, Managing Director & CFO, Thirumalai Chemicals Limited, Chennai (Tamil Nadu)
4. Mr Dilip Dandekar, Chairman, Kokuyo Camlin Limited, Mumbai (Maharashtra)
5. Mr Ashank Desai, Founder & Chairman, Mastek Limited, Mumbai (Maharashtra)
6. Ms Sandhya Devanathan, Vice President, India & Southeast Asia, Meta, Gurugram (Haryana)
7. Mr Anant Goenka, Executive Director, The Indian Express (P) Limited, Mumbai (Maharashtra)
8. Ms Radhika Gupta, Managing Director & CEO, Edelweiss Asset Management Limited, Mumbai (Maharashtra)
9. Ms Anandi Iyer, Director, Fraunhofer India Office, Bengaluru (Karnataka)
10. Mr Gaurav Jalan, Director, Rice Lake Weighing Systems India Limited, Kolkata (West Bengal)
11. Mr Sushil Jiwarajka, Chairman, Essjay Group, Mumbai (Maharashtra)
12. Mr Vishal Kampani, Vice Chairman and Managing Director, Firm Management, JM Financial Limited, Mumbai (Maharashtra)
13. Dr Bharat Kaushal, Corporate Officer, Hitachi, Limited & Executive Chairman, Hitachi India Private Limited, New Delhi (Delhi)
14. (Hony.) Brig. Dr. Arvind Lal, Executive Chairman, Dr Lal PathLabs Limited, Gurugram (Haryana)
15. Mr Ashok Malik, Partner & Chair of India Practise, The Asia Group, New Delhi (Delhi)
16. Mr Ankit Mehta, CEO, ideaForge Technology Limited, Navi Mumbai (Maharashtra)
17. Mr Rajesh Nambiar, President, NASSCOM, Noida (Uttar Pradesh)
18. Mr Devin Narang, Partner and Founder, Sundev Renewables LLP, New Delhi (Delhi)
19. Mr Parthiv Neotia, Executive Director, Ambuja Neotia Group, Kolkata (West Bengal)
20. Mr Rudra Pandey, Senior Partner, Shardul Amarchand Mangaldas & Co., Advocates & Solicitors, New Delhi (Delhi)
21. Mr Anil V Parab, Whole-Time Director & Member - L&T Board, Heavy Engineering, CE & IPDD, Larsen & Toubro Limited, Mumbai (Maharashtra)
22. Dr Sunil Parekh, Strategic Advisor & Chief of Corporate Affairs, Zydus Lifesciences Limited, Ahmedabad (Gujarat)
23. Dr Mukund Govind Rajan, Chairperson, ECube Investment Advisors Private Limited, Mumbai (Maharashtra)
24. Mr Mohit Saraf, Founder & Managing Partner, Saraf and Partners, Noida (Uttar Pradesh)
25. Mr Utpal Sheth, CEO & Partner, RARE Enterprises and Founder & Mentor, Trust Group, Mumbai (Maharashtra)
26. Mr Adhil Shetty, Co-Founder and CEO, BankBazaar.com, Mumbai (Maharashtra)

27. Ms Kanika Shriram, President, Shriram Rayons, DCM Shriram Industries Limited, New Delhi (Delhi)
28. Mr Rishabh Shroff, Partner (Co-Head-Private Client and Head-International Business Development), Cyril Amarchand Mangaldas, Mumbai (Maharashtra)
29. Ms Harjinder Kaur Talwar, Managing Director & CEO, Comvision India Private Limited, Gurugram (Haryana)
30. Mr Anuj Tejpal, Global Chief Merchant Officer, Oravel Stays (Private) Limited (OYO), Gurugram (Haryana)
31. Mr Sunil Vachani, Chairman, Dixon Technologies (India) Limited, Noida (Uttar Pradesh)
32. Ms Joyshree Das Verma, Director & Co-Promoter, Kaapro Management Solutions Private Limited, Guwahati (Assam)

Special Invitees

1. Mr Siddhartha Agarwal, President, Bhoruka Park Private Limited, Bengaluru (Karnataka)
2. Mr Adeeb Ahamed, Managing Director, Lulu Financial Holdings, Abu Dhabi (UAE)
3. Mr Harish Ahuja, Managing Director, Shahi Exports Private Limited, Faridabad (Haryana)
4. Mr Tarun Arora, Chief Executive Officer, Zydus Wellness Limited, Ahmedabad (Gujarat)
5. Dr Upasana Arora, Managing Director, Yashoda Super Speciality Hospitals Private Limited, Ghaziabad (Uttar Pradesh)
6. Mr Anup Bagchi, Managing Director & CEO, ICICI Prudential Life Insurance Co. Limited, Mumbai (Maharashtra)
7. Mr Shyam Bang, Former Chairman, NABCB and Former Executive Director, Jubilant Life Sciences Limited, New Delhi (Delhi)
8. Mr Prashant Bangur, Vice Chairman, Shree Cement Limited, Kolkata (West Bengal)
9. Mr Ranjit Barthakur, Chairman, Globally Managed Services, Mumbai (Maharashtra)
10. Mr Laxmesh BH, Vice President & Head – Missiles & Aerospace & Operations Business, L&T Defence, Larsen & Toubro, Coimbatore (Tamil Nadu)
11. Mrs Rajashree Birla, Chairperson, Aditya Birla Centre for Community Initiative & Rural Development & Director, Aditya Birla Group of Companies, Mumbai (Maharashtra)
12. Mr Mushtaq Ahmad Burza, Chairman, Ahad Hotels & Resorts Private Limited and Joi's Agro Private Limited, Srinagar (Jammu & Kashmir)
13. Mr Michael Carlos, Chairman, Emeritus, The International Fragrance Association, Switzerland
14. Ms Lakshmi Chandrasekharan, Managing Director - HR Lead, Accenture India, Gurugram (Haryana)
15. Mr Amitabh Chaudhry, Managing Director & CEO, Axis Bank Limited, Mumbai (Maharashtra)
16. Mr Jalaj Dani, Chairman, Addverb Technologies & EndureAir Systems, Mumbai (Maharashtra)
17. Dr Ajay Data, Founder & CEO, Data Ingenious Global Limited, Jaipur (Rajasthan)
18. Mr Manoj Gupta, Chairman, MKU Limited, Kanpur (Uttar Pradesh)
19. Mr Rajinder Gupta, Chairman, Trident Group, Ludhiana (Punjab)

20. Mr Neeraj Jain, Managing Director - India, Scholastic Inc., Gurugram (Haryana)
21. Mr K C Jhanwar, Managing Director, Ultratech Cement Limited, Mumbai (Maharashtra)
22. Mr Dharmakirti Joshi, Chief Economist, CRISIL Limited, Mumbai (Maharashtra)
23. Mr K Ullas Kamath, Founder, UK & Co., Bengaluru (Karnataka)
24. Mr Dinesh Kanabar, CEO, Dhruva Advisors LLP, Mumbai (Maharashtra)
25. Mr Himanshu Kapania, Managing Director-Grasim Industries Limited; Business Head-Birla White; Non-Executive Director-VIL; Non-Executive Chairman-RAK White, UAE, Aditya Birla Group, Mumbai (Maharashtra)
26. Mr Vimal Kejriwal, Managing Director & CEO, KEC International Limited, Mumbai (Maharashtra)
27. Mr Dhruv Kotak, Managing Director, JM Baxi Group, Mumbai (Maharashtra)
28. Mr Sanjay Kukreja, Partner & CIO, ChrysCapital Advisors LLP, New Delhi (Delhi)
29. Mr Sriram Lakshminarayanan, President and Chief Technical Officer, Tata Technologies, Bengaluru (Karnataka)
30. Mr Girish R Luthra, Chairman, Green Gene Enviro Protection & Infrastructure Private Limited, Surat (Gujarat)
31. Mr Rajesh Magow, Co-Founder & Group CEO, MakeMyTrip Group, MakeMy Trip (India) Private Limited, Gurugram (Haryana)
32. Dr Harsh Mahajan, Founder and Chairman, Mahajan Imaging & Labs , New Delhi (Delhi)
33. Mr Hemant Malik, Divisional Chief Executive, Foods Business, ITC Limited, ITC Green Centre, Bengaluru (Karnataka)
34. Mr Deepak C Mehta, Chairman & Managing Director, Deepak Nitrite Limited / Deepak Phenolics Limited / Deepak Chem Tech Limited, Vadodara (Gujarat)
35. Mr Raj Menda, Chairman - Supervisory Board, RMZ Corporation, Bengaluru (Karnataka)
36. Mr Prashant Modi, Vice Chairman & Managing Director, Great Eastern Energy Corporation Limited, Gurugram (Haryana)
37. Ms Sulajja Firodia Motwani, Founder & CEO, Kinetic Green Energy & Power Solutions Limited and Vice Chairperson, Kinetic Engineering Limited, Pune (Maharashtra)
38. Mr Amrut Naik, President & Head - International Business, Zydus Lifesciences Limited, Ahmedabad (Gujarat)
39. Mr Veejay Nakra, President, Farm Equipment Sector, Mahindra & Mahindra Limited, Mumbai (Maharashtra)
40. Mr Anil Kumar Pandey, Managing Director, Jindal Power Limited, New Delhi (Delhi)
41. Mr Dinesh Patidar, Chairman, Shakti Pumps (India) Limited, Indore (Madhya Pradesh)
42. Mr M Prabhakar Rao, Chairman, NSL Group & Chairman & Managing Director, Nuziveedu Seeds Limited, Hyderabad (Telangana)
43. Mr S K Roongta, Non-Executive Chairman, Bharat Aluminium Co. Limited, Gurugram (Haryana)
44. Mr P.K.S.V. Sagar, President - Sports, GMR Group, New Delhi (Delhi)

45. Mr Vinod Sahay, President - Aero, Defence, Trucks, Buses and CE; President & Chief Purchase Officer- Auto & Farm Sector; Member of Group Executive Board, Mahindra & Mahindra Limited, Mumbai (Maharashtra)
46. Mr Bijay Sahoo, Group President - Strategic HR, Chairman's Office, Reliance Industries Limited, Mumbai (Maharashtra)
47. Mr Bobby Salwan, Regional Head Middle East and Africa (excluding South Africa), South & Central America Automotive Division, Mahindra & Mahindra Limited, Mumbai (Maharashtra)
48. Mr Sunil Sanghai, Founder & CEO, NovaaOne Capital Private Limited, Mumbai (Maharashtra)
49. Mr Pranav N Sayta, Partner & National Leader, International Tax & Transaction Services (ITTS), Ernst & Young LLP, Mumbai (Maharashtra)
50. Mr Rajat Seksaria, CEO - Green Hydrogen and Derivatives, Adani Group, Adani New Industries Limited, Ahmedabad (Gujarat)
51. Mr Anurag Sharma, Member of Parliament, Government of India & Joint Managing Director, Shree Baidyanath Ayurved Bhawan Private Limited, Jhansi (Uttar Pradesh)
52. Ms Poonam Sharma, Director, Ayurvedant Private Limited, New Delhi (Delhi)
53. Mr Rajeev Sharma, Country Managing Director, G4S Corporate Services (India) Private Limited, Gurugram (Haryana)
54. Mr Tushar Sharma, Managing Director & GM-India & South Asia, Abbott Vascular, New Delhi (Delhi)
55. Mr Cyril Shroff, Managing Partner, Cyril Amarchand Mangaldas, Mumbai (Maharashtra)
56. Dr Shardul S Shroff, Executive Chairman, Shardul Amarchand Mangaldas & Co., New Delhi (Delhi)
57. Mr Rizwan Soomar, CEO & Managing Director-Indian Subcontinent, Middle East and North Africa, DP World, Mumbai (Maharashtra)
58. Mr V Subramaniam, Managing Director, Reliance Retail Limited, Mumbai (Maharashtra)
59. Mr Keshav Suri, Executive Director, The Lalit Suri Hospitality Group & Founder, Keshav Suri Foundation, New Delhi (Delhi)
60. Ms Shradha Suri, CMD, Subros Limited, New Delhi (Delhi)
61. Mr Ritesh Tiwari, Executive Director - Finance & IT and CFO, Hindustan Unilever Limited, Mumbai (Maharashtra)
62. Mr Saurabh Tripathi, Global Leader, Financial Institutions Practice, The Boston Consulting Group (I) Private Limited, Mumbai (Maharashtra)
63. Mr Vipul Tuli, President & CEO - Renewables West, Sembcorp Industries, Gurugram (Haryana)
64. Dr GSK Velu, Founder Chairman & Managing Director, Trivitron Healthcare Group of Companies, Chennai (Tamil Nadu)
65. Mr Kumar Venkatasubramanian, CEO and Managing Director, P&G India Subcontinent, Procter & Gamble, Mumbai (Maharashtra)
66. Mr Juergen Westermeier, Chief Procurement Officer, Airbus India Private Limited, New Delhi (Delhi)
67. Dr Vidya Yeravdekar, Pro Chancellor, Symbiosis International University, Pune (Maharashtra)

STEERING COMMITTEE

President	:	Mr Harsha Vardhan Agarwal, Kolkata
Senior Vice President	:	Mr Anant Goenka, Mumbai
Vice President	:	Mr Vijay Sankar, Chennai
Immediate Past President	:	Dr Anish Shah, Mumbai
Director General	:	Ms Jyoti Vij, New Delhi

Past Presidents

1. Mr Sudarshan Kumar Birla
2. Mr Sudhir Jalan
3. Mr G P Goenka
4. Mr Chirayu R Amin
5. Dr A C Muthiah
6. Mr Y K Modi
7. Mr Onkar S Kanwar
8. Mr Saroj Kumar Poddar
9. Dr Habil Khorakiwala
10. Mr Rajeev Chandrasekhar
11. Mr Harsh Pati Singhania
12. Mr Rajan Bharti Mittal
13. Mr Harsh Mariwala
14. Mr R V Kanoria
15. Ms Naina Lal Kidwai
16. Mr Sidharth Birla
17. Dr Jyotsna Suri
18. Mr Harshavardhan Neotia
19. Mr Pankaj R Patel
20. Mr Rashesh C Shah
21. Mr Sandip Somany
22. Dr Sangita Reddy
23. Mr Uday Shankar
24. Mr Sanjiv Mehta
25. Mr Subhrakant Panda

Chairmen of Committees

1.	Agriculture	Mr Veejay Nakra
2.	Capital Markets	Mr Sunil Sanghai
3.	Electronics & White Goods Manufacturing	Mr Manish Sharma
4.	Environment & Climate Change	Mr Shreevar Kheruka
5.	Green Mobility	Ms Sulajja Firodia Motwani
6.	Technology	Ms Roma Datta Chobey
7.	Start-ups	Mr Sanjeev Bikhchandani

Members Nominated by the Executive Committee from amongst themselves

1. Ms Sandhya Devanathan
2. Mr Shashwat Goenka
3. Mr K Ullas Kamath
4. Mr Devin Narang
5. Dr Mukund Govind Rajan
6. Ms Joyshree Das Verma

National Experts from Economics/Banking/Insurance/Finance/Business, etc.

1. Mr Anant Goenka (The Indian Express Pvt. Ltd.)
2. Mr Satish Pai
3. Mr Mohit Saraf
4. Mr Sunil Vachani

Invitees (Persons of Eminence)

1. Mrs Rajashree Birla
2. Mr Ashok Malik
3. Mr Sanjay Vasudeva

EXECUTIVE BOARD

Mr Harsha Vardhan Agarwal	:	President, FICCI
Mr Anant Goenka	:	Senior Vice President, FICCI
Mr Vijay Sankar	:	Vice President, FICCI
Dr Anish Shah	:	Immediate Past President, FICCI
Ms Jyoti Vij	:	Director General, FICCI

ORGANIZATION & FINANCE COMMITTEE MEETING

Mr Harsh Pati Singhania	:	Past President, FICCI
Mr Sidharth Birla	:	Past President, FICCI
Mr Subhrakant Panda	:	Past President, FICCI
Ms Jyoti Vij	:	Director General, FICCI

MEMBERSHIP SCREENING COMMITTEE

Mr Harsha Vardhan Agarwal	:	President, FICCI
Mr Anant Goenka	:	Senior Vice President, FICCI
Mr Vijay Sankar	:	Vice President, FICCI
Dr Anish Shah	:	Immediate Past President, FICCI
Dr A C Muthiah	:	Past President, FICCI (South)
Mr Y K Modi	:	Past President, FICCI (North)
Mr Saroj Kumar Poddar	:	Past President, FICCI (East)
Mr Pankaj R Patel	:	Past President, FICCI (West)

Special Invitees:

Mr Harsh Pati Singhania	:	Past President, FICCI
Mr R V Kanoria	:	Past President, FICCI
Mr Sidharth Birla	:	Past President, FICCI
Mr Sandip Somany	:	Past President, FICCI
Dr Sangita Reddy	:	Past President, FICCI

OFFICE BEARERS AND MEMBERS OF THE NATIONAL EXECUTIVE COMMITTEE ELECTED AT THE TIME OF 97TH ANNUAL GENERAL MEETING IN 2024

PRESIDENT – Mr Harsha Vardhan Agarwal

MEMBER-BODIES

Industry Constituency

1. Dr Jacob Crasta, Bengaluru (Karnataka) (Manufacturing of Environmental Stimulation Products)
2. Mr Shrivardhan Goenka, Kolkata (West Bengal) (Manufacturing and Plantation)
3. Mr Mahesh Gupta, Noida (Uttar Pradesh) (Industry – Engaged in manufacturing of Water Purifiers, Vegetable Cleaners, Water Softners, Small Home Appliances, Kuhl Fans, etc.)
4. Mr Alok B Sriram, New Delhi (Delhi) (Industry – Engaged in manufacturing of bulk sugar, PG sugar, sugar cubes / sachets, Industrial alcohol, anhydrous alcohol, Co-generation of Power, organic/fine chemicals, rayon tyre yarn cord, fabric, nylon, chafer & defence equipments)
5. Mr Gowra Srinivas, Secunderabad (Telangana) (Petrochem)
6. Mr B Sriramulu, Coimbatore (Tamil Nadu) (Industry - Textiles)
7. Mr Gaurav Swarup, Kolkata (West Bengal) (Manufacturing of Cooling Towers)
8. Mr A Vellayan, Chennai (Tamil Nadu) (Fertilizers)

Trade & Services Constituency

1. Mr M Rafeeque Ahmed, Chennai (Tamil Nadu) (Leather Trade & Services)
2. Mr Girish P Dani, Ahmedabad (Gujarat) (Chemical)
3. Dr C N Gangadaran, Chennai (Tamil Nadu) (Auditing and Consultancy)
4. Mr Shashwat Goenka, Kolkata (West Bengal) (Retail Business)
5. Mr S P Gupta, Delhi (Delhi) (Paper Merchant)
6. Mr V P Vaishnav, Rajkot (Gujarat) (Stock & Security Broker)

OFFICE BEARERS AND MEMBERS OF THE NATIONAL EXECUTIVE COMMITTEE RETIRING AT THE TIME OF 98TH ANNUAL GENERAL MEETING IN 2025

PRESIDENT – Mr Harsha Vardhan Agarwal

Associate Members

1. Mr S N Agarwal, Chairman, Bhoruka Power Corporation Ltd., Bengaluru (Karnataka)
2. Mr Kishan Lal Agrawal, Managing Director, Worldwide Insurance Brokers Ltd., Noida (Uttar Pradesh)
3. Mr Samir K Biswas, President-Corporate Affairs, Deepak Fertilisers and Petrochemicals Corporation Limited, Dist. Raigad (Maharashtra)
4. Mr Balkrishna Dalmia, Chairman, Quality Tea Plantations Pvt. Ltd., Kolkata (West Bengal)
5. Mr Rajat Dalmia, Director, Dalmia Real Estates Dealers Pvt. Ltd., Kolkata (West Bengal)
6. Mr Puran Chand Dawar, Chairman, Dawar Footwear Industries, Agra (Uttar Pradesh)
7. Mr N Tarachand Dugar, Founder Chairman, Dugar Group of Companies (Dugar Insulations India Limited), Chennai (Tamil Nadu)
8. Dr Sunil Gupta, Partner, Sunil Ram & Co., New Delhi (Delhi)
9. Mr Dinesh N Joshi, Chairman & Managing Director, Satya Giri Shipping Co. Ltd., Mumbai (Maharashtra)
10. Mr K Ramaswamy, Partner, Sivasakthi Engineering Co., Bengaluru (Karnataka)
11. Mr S K Sanghi, Managing Director, HWTC Group (Sarvesh Salt & Chemicals Pvt. Ltd.), Ahmedabad (Gujarat)
12. Mr Priyank Varshney, Director, Eminent India Private Limited, New Delhi (Delhi)
13. Mr Narinder Wadhwa, Managing Director, SKI Capital Services Ltd., New Delhi (Delhi)
14. Mr Nandwardhan M Yande, Proprietor, Yande Polymers, Nashik (Maharashtra)
15. Seat vacant (Mr Vijay Chaudhary, Managing Director, Unicharm India Private Limited, Gurugram (Haryana) (He has moved on from Unicharm India Private Limited)
16. Seat vacant (Mr Meela Jayadev, Director, Sudhakar PVC Products Pvt. Ltd., Hyderabad (Telangana) (Upgraded to Corporate Member in April 2024)
17. Seat vacant (Dr N G Khaitan, Senior Partner, Khaitan & Co., Kolkata (West Bengal) (Upgraded to Corporate Member in July 2024)

MEMBER-BODIES

Industry Constituency

1. Mr Arun Alagappan, Chennai (Tamil Nadu) (Agri Inputs Industry)
2. Mr Lalit Gandhi, Kolhapur (Maharashtra) (Agro Processing Industries, Real Estate, Construction)
3. Mr Rajiv Vastupal Mehta, Ahmedabad (Gujarat) (Energy Audit and Petrochemicals)
4. Mr Chandra Shekhar Nopany, Kolkata (West Bengal) (Sugar Manufacturer)
5. Mr Ramesh A Patil, Hubballi (Karnataka) (Manufacturer of Auto Electric Components)
6. Mr R Veeramani, Chennai (Tamil Nadu) (Granite and Natural Stone Industry)
7. Seat vacant (Mr Natubhai Patel, Ahmedabad (Gujarat) - joined as Corporate Member in October 2025)
8. Seat vacant (Mr Vijay Sankar, Chennai (Tamil Nadu) – he had been elected as Vice President, FICCI in November 2024)

Trade & Services Constituency

1. Ms Sushma Paul Berlia, New Delhi (Delhi) (Education, Skill Development & Training)
2. Dr N Jegatheesan, Madurai (Tamil Nadu) (Floral Concentrate & Absolutes)
3. Mr Shiv Siddhant Narayan Kaul, Kolkata (West Bengal) (Industrial Maintenance Services)
4. Mr Samir Modi, New Delhi (Delhi) (Retail & FMCG)
5. Mr V N Shiva Sankar, Chennai (Tamil Nadu) (Legal Services – Corporate Laws)
6. Mr B Srihari, Coimbatore (Tamil Nadu) (BPO Service)

DISTINGUISHED PRESIDENTS - PAST AND PRESENT

1927 * Sir Dinshaw M Petit
1928 * Sir Purshottam Das Thakurdas, Mumbai (Maharashtra)
1929 * Mr G D Birla, Kolkata (West Bengal)
1930 * Sir Shri Ram, New Delhi (Delhi)
1931 * Sri M. Jamal Mohamed Sahib, Chennai (Tamil Nadu)
1932 * Mr Walchand Hirachand, Mumbai (Maharashtra)
1933 * Mr Nalini Ranjan Sarkar, Kolkata (West Bengal)
1934 * Mr Kasturbhai Lalbhai, Ahmedabad (Gujarat)
1935 * Mr Padampat Singhania, Kanpur (Uttar Pradesh)
1936 * Mr D P Khaitan, Kolkata (West Bengal)
1937 * Mr Rahimtoola M Chinoy, Mumbai (Maharashtra)
1938 * Mr Jamshed N R Mehta, Karachi (Pakistan)
1939 * Mr C S Ratnasabapathy Mudaliar, Coimbatore (Tamil Nadu)
1940 * Mr Amrit Lal Ojha, Kolkata (West Bengal)
1941 * Sir Chunilal B Mehta, Mumbai (Maharashtra)
1942 * Mr Ganganvihari L Mehta, Kolkata (West Bengal)
1943 * Dr Rajah Sir Muthiah Chettiar of Chettinad, Chennai (Tamil Nadu)
1944 * Mr J C Setalvad, Mumbai (Maharashtra)
1945 * Sir Badridas Goenka, Kolkata (West Bengal)
1946 * Mr Gurusharan Lall, Kolkata (West Bengal)
1947 * Mr M A Master, Mumbai (Maharashtra)
1948 * Mr Lalji Mehrotra, Mumbai (Maharashtra)
1949 * Mr K D Jalan, Kolkata (West Bengal)
1950 * Mr Tulsidas Kilachand, Mumbai (Maharashtra)
1951 * Mr C M Kothari, Chennai (Tamil Nadu)
1952 * Mr Shanti Prasad Jain, Kolkata (West Bengal)
1953 * Mr R G Saraiya, Mumbai (Maharashtra)
1954 * Mr B M Birla, Kolkata (West Bengal)
1955 * Mr Shantilal Mangaldas, Ahmedabad (Gujarat)
1956 * Mr Lakshmipat Singhania, Kolkata (West Bengal)
1957 * Mr Babubhai M Chinai, Mumbai (Maharashtra)
1958 * Sir B P Singh Roy, Kolkata (West Bengal)
1959 * Mr Madanmohan R Ruia, Mumbai (Maharashtra)
1960 * Mr A M M Murugappa Chettiar, Chennai (Tamil Nadu)

1961 * Mr Karam Chand Thapar, Kolkata (West Bengal)
1962 * Mr Shreyans Prasad Jain, Mumbai (Maharashtra)
1963 * Dr Bharat Ram, New Delhi (Delhi)
1964 * Mr K P Goenka, Kolkata (West Bengal)
1965 * Mr S L Kirloskar, Pune (Maharashtra)
1966 * Mr Ramanbhai B Amin, Vadodara (Gujarat)
1967 * Mr L N Birla, Kolkata (West Bengal)
1968 * Rai Bahadur G M Modi, Modinagar (Uttar Pradesh)
1969 * Dr Ramnath A Podar, Mumbai (Maharashtra)
1970 * Dr D C Kothari, Chennai (Tamil Nadu)
1971 * Mr S S Kanoria, Kolkata (West Bengal)
1972 * Mr Madanmohan Mangaldas, Ahmedabad (Gujarat)
1973 * Dr Charat Ram, New Delhi (Delhi)
1974 * Mr K K Birla, Kolkata (West Bengal)
1975 * Mr Harish Mahindra, Mumbai (Maharashtra)
1976 * Mr M V Arunachalam, Chennai (Tamil Nadu)
1977 * Mr B P Poddar, Kolkata (West Bengal)
1978 * Mr Pravinchandra V Gandhi, Mumbai (Maharashtra)
1979 * Mr Hari Shankar Singhania, New Delhi (Delhi)
1980 * Dr K N Modi, Modinagar (Uttar Pradesh)
1981 * Mr Arvind N Lalbhai, Ahmedabad (Gujarat)
1982 * Cav Dr G K Devarajulu, Coimbatore (Tamil Nadu)
1983 * Mr A K Jain, New Delhi (Delhi)
1984 * Mr Ramakrishna Bajaj, Mumbai (Maharashtra)
1985 * Mr D N Patodia, New Delhi (Delhi)
1986 * Mr R P Goenka, Kolkata (West Bengal)
1987 * Mr K S G Haja Shareeff, Chennai (Tamil Nadu)
1988 * Mr Rohit C Mehta, Ahmedabad (Gujarat)
1989 * Mr Raunaq Singh, New Delhi (Delhi)
1990 Mr Sudarshan Kumar Birla, Kolkata (West Bengal)
1991 * Dr V L Dutt, Chennai (Tamil Nadu)
1992 * Mr Kantikumar R Podar, Mumbai (Maharashtra)
1993 * Dr Bansi Dhar, New Delhi (Delhi)
1994 * Mr A K Rungta, Kolkata (West Bengal)
1995 * Mr Deepak Banker, Chennai (Tamil Nadu)
1996 * Mr A S Kasliwal, Mumbai (Maharashtra)

1997 *	Mr K K Modi, New Delhi (Delhi)
1998	Mr Sudhir Jalan, Kolkata (West Bengal)
1999	Mr G P Goenka, Kolkata (West Bengal)
2000	Mr Chirayu R Amin, Vadodara (Gujarat)
2001 *	Mr Rajendra S Lodha, Kolkata (West Bengal)
2002	Dr A C Muthiah, Chennai (Tamil Nadu)
2003	Mr Yogendra Kr. Modi, Gurugram (Haryana)
2004	Mr Onkar S Kanwar, Gurugram (Haryana)
2005	Mr Saroj Kumar Poddar, Kolkata (West Bengal)
2006	Dr Habil Khorakiwala, Mumbai (Maharashtra)
2007	Mr Rajeev Chandrasekhar, Bengaluru (Karnataka)
2008	Mr Harsh Pati Singhania, New Delhi (Delhi)
2009-10	Mr Rajan Bharti Mittal, New Delhi (Delhi)
2010-11	Mr Harsh Mariwala, Mumbai (Maharashtra)
2011-12	Mr R V Kanoria, New Delhi (Delhi)
2012-13	Ms Naina Lal Kidwai, New Delhi (Delhi)
2013-14	Mr Sidharth Birla, New Delhi (Delhi)
2014-15	Dr Jyotsna Suri, New Delhi (Delhi)
2015-16	Mr Harshavardhan Neotia, Kolkata (West Bengal)
2016-17	Mr Pankaj R Patel, Ahmedabad (Gujarat)
2017-18	Mr Rashesh C Shah, Mumbai (Maharashtra)
2018-19	Mr Sandip Somany, Gurugram (Haryana)
2019-20	Dr Sangita Reddy, Hyderabad (Telangana)
2020-21	Mr Uday Shankar, Mumbai (Maharashtra)
2021-22	Mr Sanjiv Mehta, Mumbai (Maharashtra)
2022-23	Mr Subhrakant Panda, New Delhi (Delhi)
2023-24	Dr Anish Shah, Mumbai (Maharashtra)
2024-25	Mr Harsha Vardhan Agarwal, Kolkata (West Bengal) – (Present)

*** Deceased**

FICCI SECTORAL COMMITTEES 2024-2025

		COMMITTEES
1.	**Agriculture**	
	Chair	**Mr Veejay Nakra**, President, Farm Equipment Sector, Mahindra & Mahindra Limited
	Co-Chair	**Mr Subroto Geed**, President - South Asia, Corteva Agriscience
2.	**AYUSH**	
	Mentor	**Mr Anurag Sharma**, Member of Parliament, Government of India & Joint Managing Director, Shree Baidyanath Ayurved Bhawan Private Limited
	Chair	**Dr Pradeep Multani**, Chairman Emeritus, Multani Pharmaceuticals Limited
	Co-Chairs	**Mr Arvind Varchaswi N**, Managing Director, Sriveda Sattva Pvt. Ltd. (Sri Sri Tattva)
		Dr Rajiva Kumar Rai, Head, R&D, Healthcare Division, Emami Ltd.
3.	**Banking**	
	Chair	**Mr Amitabh Chaudhry**, Managing Director & CEO, Axis Bank Ltd.
	Co-Chairs	**Mr Hitendra Dave**, Chief Executive Officer, HSBC India
		Mr V Vaidyanathan, Managing Director & CEO, IDFC First Bank
4.	**Capital Goods**	
	Chair	**Ms Rama Kirloskar**, Managing Director, Kirloskar Ebara Pumps Ltd. & Joint MD, Kirloskar Brothers Ltd.
	Co-Chair	**Mr Anil V Parab**, Whole-Time Director & Member - L&T Board; Heavy Engineering, CE & IPDD, Larsen & Toubro Ltd.
5.	**Capital Markets**	
	Chair	**Mr Sunil Sanghai**, Founder & CEO, NovaaOne Capital Pvt. Ltd.
	Co-Chairs	**Mr Vijay Chandok**, Managing Director & CEO, National Securities Depository Limited (NSDL)
		Ms Radhika Gupta, Managing Director & CEO, Edelweiss Asset Management Limited
		Mr Utpal Sheth, CEO & Partner, RARE Enterprises and Founder & Mentor, Trust Group
6.	**Cement**	
	Chair	**Mr K C Jhanwar**, Managing Director, Ultratech Cement Ltd.
	Co-Chair	**Mr Nilesh Narwekar**, CEO, JSW Cement Ltd.

7.	**Chemicals**	
	Chair	**Mr Deepak C Mehta**, Chairman & Managing Director, Deepak Nitrite Ltd.; Deepak Phenolics Ltd., Deepak Chem Tech Ltd.
	Co-Chairs	**Mr Jayant V Dhobley**, Business Head: Chemicals, Fashion Yarn & Insulators, Grasim Industries Ltd (Aditya Birla Group)
		Mr Rajendra V Gogri, Chairman and Managing Director, Aarti Industries Ltd.
8.	**Civil Aviation**	
	Chair	**Mr Juergen Westermeier**, Chief Procurement Officer, Airbus India Pvt. Ltd.
	Co-Chairs	**Mr Videh Kumar Jaipuriar**, Chief Executive Officer, Delhi International Airport Ltd, GMR
		Mr Ashish Saraf, Vice President & Country Head, Pratt & Whitney, India, United Technologies Corporation (I) Pvt. Ltd.
		Mr R K Singh, IAS (R), Special Director, Indigo
9.	**Corporate Governance & Corporate Laws**	
	Mentor	**Mr Sidharth Birla**, Past President, FICCI & Chairman, Xpro India Limited
	Chair	**Mr Cyril Shroff,** Managing Partner, Cyril Amarchand Mangaldas
	Co-Chairs	**Mr Naveen Raju**, General Counsel and Executive Vice President – Group Legal Affairs, Mahindra & Mahindra Ltd.
		Mr Mohit Saraf, Founder & Managing Partner, Saraf and Partners
10.	**Crop Protection Chemicals**	
	Chair	**Mr Simon-Thorsten Wiebusch**, President, Bayer South Asia; CEO, Bayer CropScience Limited & Country Divisional Head (India, Bangladesh & Sri Lanka)
	Co-Chair	**Mr N K Rajavelu**, CEO, Crop Protection Business, Godrej Agrovet Limited
11.	**Defence & Homeland Security**	
	Chair	**Mr Vinod Sahay,** President - Aero, Defence, Trucks, Buses and CE; President & Chief Purchase Officer- Auto & Farm Sector; Member of Group Executive Board, Mahindra & Mahindra Ltd.
	Co-Chairs	**Mr Ashok Atluri**, Chairman & Managing Director, Zen Technologies Ltd.
		Mr Ashish Kansal, Executive Director, SMPP Private Ltd.

12. **Diversity, Equity & Inclusion (DE&I)**

Chair	**Mr Keshav Suri**, Executive Director, The Lalit Suri Hospitality Group & Founder, Keshav Suri Foundation
Co-Chair	**Ms Sudakshina Bhattacharya**, President & Chief Human Resources Officer, HDFC ERGO General Insurance Co. Ltd.

13. **Drones (UAV/UAS/RPAS)**

Chair	**Mr Jalaj Dani**, Chairman, Addverb Technologies & EndureAir Systems
Co-Chairs	**Mr Ankit Mehta**, Chief Executive Officer, ideaForge Technology Limited
	Mr Neel Mehta, Co-founder & Director, Aesteria Aerospace

14. **E-Commerce**

Co-Chair	**Mr Chetan Krishnaswamy**, Vice President, Public Policy, Amazon India

15. **Ease of Doing Business**

Chair	**Mr Sandip Somany**, Past President, FICCI and Chairman & Managing Director, Somany Impresa Group
Co-Chair	**Mr Rudra Pandey**, Senior Partner, Shardul Amarchand Mangaldas & Co., Advocates & Solicitors

16. **Electronics & White Goods Manufacturing**

Chair	**Mr Manish Sharma**, Chairman-India & South Asia, Panasonic Life Solutions India Private Limited
Co-Chair	**Mr Jasbir Singh**, Chairman and CEO, Amber Enterprises India Limited

17. **Environment & Climate Change**

Chair	**Mr Shreevar Kheruka**, Managing Director, Borosil Limited
Co-Chairs	**Mr Prabodha Acharya**, Chief Sustainability Officer, JSW Group
	Dr Rambabu Paravastu, Advisor, Greenko Group, Greenko Energies Pvt. Ltd.
	Ms Deeksha Vats, Group Chief Sustainability Officer, Aditya Birla Group

18. **FINTECH**

Chair	**Mr Saurabh Tripathi**, Global Leader, Financial Institutions Practice, The Boston Consulting Group (I) Pvt. Ltd.
Co-Chairs	**Mr Sabyasachi Goswami**, CEO, Perfios Software Solutions Pvt. Ltd.
	Mr Adhil Shetty, Co-Founder and CEO, BankBazaar.com
	Mr M N Srinivasu, Co-Founder & Director, Billdesk

19. **FMCG**

Chair	**Mr Kumar Venkatasubramanian**, CEO and Managing Director, P&G India Subcontinent, Procter & Gamble
Co-Chairs	**Mr Varun Alagh**, Co-Founder, Honasa Consumer Pvt Ltd (Mamaearth)
	Mr Manish Anandani, Managing Director, India and South Asia, Kenvue

20. **Food Processing**

Chair	**Mr Hemant Malik**, Divisional Chief Executive, Foods Business, ITC Limited, ITC Green Centre
Co-Chairs	**Mr Sudhakar Rao Desai**, CEO, Emami Agrotech Ltd.
	Mr Rajneet Kohli, Executive Director-Foods, Hindustan Unilever Limited
	Mr Prashant Peres, Managing Director, India & South Asia, Kellanova India Pvt. Ltd.

21. **Foreign Trade and Trade Facilitation**

Chair	**Mr Harish Ahuja**, Managing Director, Shahi Exports Pvt. Ltd.
Co-Chairs	**Mr Parthsarathi Jha**, Partner, Economic Laws Practice
	Dr Azadar Khan, Senior Vice President - India Regulatory Affairs & Corporate Relations, Sun Pharmaceutical Industries Ltd.
	Mr Anil Mathew, President, Public Policy Advocacy, ESG Engagement & Chief Risk Officer, Hindalco Industries Ltd.

22. **Furniture**

Chair	**Mr Rudra Chatterjee**, Chairman, Obeetee Pvt. Ltd.
Co-Chair	**Mr Andre Michel Eckholt**, Managing Director, Hettich India Private Limited

23. **Green Hydrogen**

Chair	**Mr Rajat Seksaria**, CEO - Green Hydrogen and Derivatives, Adani Group, Adani New Industries Limited
Co-Chairs	**Mr Srivatsan Iyer**, Global CEO, Hero Future Energies
	Mr Sandeep Kashyap, Chief Executive Officer – Renewable Business, RP-Sanjiv Goenka Group

24. **Green Mobility**

Chair	**Ms Sulajja Firodia Motwani**, Founder & CEO, Kinetic Green Energy & Power Solutions Ltd. and Vice Chairperson, Kinetic Engineering Ltd.
Co-Chair	**Ms Abanti Sankaranarayanan**, Executive Vice President, Group Public Affairs, Mahindra and Mahindra Ltd.

25. **Health Services**

Chair	**Dr Harsh Mahajan**, Founder & Chairman, Mahajan Imaging & Labs
Co-Chairs	**Dr Anupam Sibal**, Group Medical Director, Apollo Hospitals Group
	Mr Varun Khanna, Group MD, Quality Care India Limited (CARE Hospitals | KIMS | Evercare)

26. **Higher Education**

Chair	**Dr Vidya Yeravdekar**, Pro Chancellor, Symbiosis International University
Co-Chairs	**Mr Samir S Somaiya**, Chancellor, Somaiya Vidyavihar University and Chairman & Managing Director, Godavari Biorefineries Ltd.
	Lt Gen (Dr) M D Venkatesh, Vice Chancellor, Manipal Academy of Higher Education

27. **HR**

Chair	**Ms Lakshmi Chandrasekharan**, Managing Director, HR Lead, Accenture India
Co-Chair	**Ms Rajkamal Vempati**, Head-Human Resources, Axis Bank Limited

28. **Innovation**

Chair	**Mr Sriram Lakshminarayanan**, President and Chief Technical Officer, Tata Technologies
Co-Chairs	**Prof. Sudhirkumar Barai**, PhD, Director, BITS Pilani, Pilani Campus & Senior Professor, Department of Civil Engineering, Birla Institute of Technology & Science, Pilani
	Ms Anandi Iyer, Director, Fraunhofer India Office

29. **Insurance**

Chair	**Mr Anup Bagchi**, Managing Director & CEO, ICICI Prudential Life Insurance Co. Ltd.
Co-Chairs	**Mr Prashant Kumar Tripathy**, Managing Director & CEO, Axis Max Life Insurance Limited
	Mr Anuj Tyagi, Managing Director & CEO, HDFC ERGO General Insurance Company Limited

30. **Intellectual Property Rights**

Chair	**Mr Anil Rajput, Member**, Corporate Management Committee & President- Corporate Affairs, ITC Ltd.
Co-Chairs	**Mr Rajiv Aggarwal**, Senior Vice President, Public Affairs & ESG-India & South West Asia, Samsung India Electronics Pvt. Ltd.
	Mr Ameet Datta, Managing Counsel, ADP Law Offices

31.	**Logistics**	
	Chair	**Mr Rizwan Soomar**, CEO & MD - Indian Subcontinent, Middle East and North Africa, DP World
	Co-Chairs	**Mr Anil Syal**, President, Safexpress Private Limited
		Ms Pali Tripathi, CEO, Taabi Mobility Limited
32.	**Manufacturing**	
	Chair	**Mr Vijay Sankar**, Vice President, FICCI & Chairman, The Sanmar Group
	Co-Chairs	**Mr Shreevar Kheruka**, Managing Director, Borosil Limited
		Mr Nayan Parekh, Executive Director and President (Material Handling), Nilkamal Limited
33.	**Manufacturing Excellence**	
	Chair	**Mr Shyam Bang**, Former Chairman, NABCB and Former Executive Director, Jubilant Life Sciences Ltd.
	Co-Chair	**Mr Anant Pande**, Chief Manufacturing Officer, Deepak Nitrite Limited
34.	**Media & Entertainment**	
	Chair	**Mr Kevin Vaz,** CEO-Entertainment, Jiostar India Pvt. Ltd.
	Co-Chairs	**Ms Sandhya Devanathan**, Vice President India & Southeast Asia, Meta
		Mr Arjun Nohwar, Senior Vice President & GM - South Asia, Warner Bros. Discovery
35.	**Medical Devices**	
	Chair	**Mr Tushar Sharma**, Managing Director & GM- India & South Asia, Abbott Vascular
	Co-Chairs	**Mr Anish Bafna**, CEO & Managing Director, Healthium Medtech Limited
		Mr Ganesh P Sabat, Non Executive Director, Sahajanand Medical Technologies Ltd.
36.	**Medical Value Travel**	
	Chair	**Dr Upasana Arora,** Managing Director, Yashoda Super Speciality Hospitals Pvt. Ltd.
	Co-Chair	**Dr Raajiv Singhal**, Managing Director and CEO, Marengo Asia Healthcare Pvt Ltd
37.	**Mining**	
	Chair	**Mr Amitava Mukherjee**, Chairman-Cum-Managing Director, NMDC Ltd.
	Co-Chairs	**Mr Rajiv Mundhra**, Group Chairman, JMS Mining Private Limited
		Mr Sandeep B Narade, VP (Mines), Head-Mining Business Unit, Indian Metals & Ferro Alloys Ltd.
		Mr Pankaj Kumar Satija, Executive Vice President – Corporate Affairs, JSW Steel Limited

38. **Mobile Manufacturing**

Co-Chairs	**Mr Rajiv Aggarwal**, Senior Vice President, Public Affairs & ESG-India & South West Asia, Samsung India Electronics Pvt. Ltd.
	Mr Atul Lall, Vice Chairman – Managing Director, Dixon Technologies (India) Pvt. Ltd.
	Mr Naveen Tandon, Head - Policy & Strategy, Apple India Private Limited

39. **Multilingual Internet and Universal Acceptance**

Chair	**Dr Ajay Data**, Founder & CEO, Data Ingenious Global Limited
Co-Chairs	**Mr Harsh Dhand**, Research & Core Partnerships Lead, Google APAC
	Mr Sandeep Nulkar, Founder & Chairman, BITS Technologies Private Limited

40. **NBFCs**

Chair	**Mr Nirmal Jain**, Founder, IIFL Group & Managing Director, IIFL Finance Ltd.
Co-Chairs	**Mr Sudipta Roy**, Managing Director & CEO, L&T Financial Services Limited
	Ms Subhasri Sriram, Managing Director & CEO, Shriram Capital Pvt. Ltd.

41. **Non-Ferrous Metals**

Mentor	**Mr S K Roongta**, Non Executive Chairman, Bharat Aluminium Co. Ltd.
Chair	**Mr Satish Pai**, Managing Director, Hindalco Industries Ltd.
Co-Chair	**Mr Arun Misra**, CEO Hindustan Zinc Ltd & Executive Director, Vedanta Ltd.

42. **Oil & Gas – Upstream**

Chair	**Mr Prashant Modi**, Vice Chairman & Managing Director, Great Eastern Energy Corporation Ltd.

43. **Petrochemicals**

Chair	**Mr Prabh Das**, Managing Director & CEO, HPCL-Mittal Energy Ltd.
Co-Chairs	**Mr Amit Chaturvedi,** President - Petrochemicals, Reliance Industries Ltd.
	Mr Ravish Kamath, President, Plastindia Foundation
	Mr S G Venkatesh, Executive Director (Petrochemicals), Indian Oil Corporation Ltd.

44. **Pharmaceuticals**

Mentor	**Mr Pankaj R Patel**, Past President, FICCI & Chairman, Zydus Lifesciences Limited
Chair	**Mr Arjun Juneja**, Chief Operating Officer, Mankind Pharma Ltd.
Co-Chairs	**Mr Amitabh Dube**, Country President, Novartis India
	Mr Siddharth Mittal, Managing Director & CEO, Biocon Limited
	Mr Kartik Rajendran, Managing Director, Abbott India Ltd.

45. **Power**

Chair	**Mr Anil Kumar Pandey**, Managing Director, Jindal Power Ltd.
Co-Chair	**Mr Dinesh Batra**, Executive Vice President, Hindustan Power Projects Pvt. Ltd.

46. **Privacy and Data Security**

Chair	**Mr Himanshu Kapania**, Managing Director-Grasim Industries Ltd.; Business Head-Birla White; Non-Executive Director-VIL; Non-Executive Chairman-RAK White, UAE, Aditya Birla Group
Co-Chairs	**Ms Gowree Gokhale**, Consultant, Nishith Desai Associates
	Mr Avinash Gupta, Managing Director & CEO, Dun & Bradstreet Information Services India Pvt. Ltd.
	Mr Srikanth Rajagopalan, Chief Executive Officer, Perfios Account Aggregation Services Pvt. Ltd. (Anumati)

47. **Private Equity & Venture Capital**

Chair	**Mr Sanjay Kukreja**, Partner & CIO, ChrysCapital Advisors LLP
Co-Chairs	**Ms Shweta Jalan**, Managing Partner, Advent India PE Advisors Private Limited
	Mr Mohit Saraf, Founder & Managing Partner, Saraf and Partners

48. **Private Security Industry**

Chair	**Mr Rajeev Sharma**, Country Managing Director, G4S Corporate Services (India) Pvt. Ltd.
Co-Chair	**Mr Aditya Khemka**, Managing Director, CP PLUS

49. **Publishing**

Chair	**Mr Neeraj Jain**, Managing Director - India, Scholastic Inc.
Co-Chairs	**Ms Monica Malhotra Kandhari**, Managing Director, MBD Group
	Mr Anantha Padmanabhan, Chief Executive Officer, HarperCollins Publishers India Pvt. Ltd.

50. **Renewable Energy CEOs**

Chair	**Mr Vipul Tuli**, President & CEO - Renewables West, Sembcorp Industries
Co-Chair	**Mr Avinash Rao**, MD & CEO, Mahindra Susten

51.	**Retail and Internal Trade**	
	Chair	**Mr V Subramaniam**, Managing Director, Reliance Retail Limited
	Co-Chair	**Mr Lalit Agarwal**, Managing Director, V-Mart Retail Limited
52.	**Skills**	
	Chair	**Mr Bijay Sahoo**, Group President - Strategic HR, Chairman's Office, Reliance Industries Limited
	Co-Chairs	**Mr Sushil Baveja**, CHRO, Jindal Stainless Ltd.
		Ms Madhu Srivastava, CHRO, Vedanta Resources
53.	**Space & Geospatial Applications**	
	Chair	**Mr Laxmesh BH**, Vice President & Head – Missiles & Aerospace & Operations Business, L&T Defence, Larsen & Toubro
	Co-Chair	**Mr Sanjay Nekkanti**, Chief Executive Officer, Dhruva Space Private Limited
54.	**Sports**	
	Chair	**Mr P.K.S.V. Sagar,** President-Sports, GMR Group
	Co-Chairs	**Mr Sanjay Adesara**, Chief Business Officer, Adani Sports Line
		Dr Amit Bhalla, Vice President, Manav Rachna Group of Institutions
55.	**Start-ups**	
	Chair	**Mr Sanjeev Bikhchandani,** Founder & Executive Vice Chairman, Info Edge (India) Limited
	Co-Chairs	**Ms Ghazal Alagh,** Co-Founder & Chief Innovation Officer, Honasa Consumer Pvt Ltd (Mamaearth)
		Mr Prateek Maheshwari, Co-Founder, Physics Wallah
56.	**Steel**	
	Chair	**Mr Amarendu Prakash**, Chairman, Steel Authority of India Ltd.
	Co-Chairs	**Mr Ranjan Dhar**, Director and Vice President - Sales & Marketing, ArcelorMittal Nippon Steel India
		Mr Tarun Khulbe, Chief Executive Officer, Jindal Stainless Limited
		Mr Gajraj Singh Rathore, Whole Time Director & Chief Operating Officer, JSW Steel Limited
57.	**Stressed Assets**	
	Chair	**Dr Shardul S Shroff**, Executive Chairman, Shardul Amarchand Mangaldas & Co.
	Co-Chair	**Mr Nikhil Shah**, Managing Director, Alvarez & Marsal India Private Limited

58. **Taxation**

Mentor	**Mr Dinesh Kanabar**, CEO, Dhruva Advisors LLP
Chair	**Mr Pranav N Sayta**, Partner & National Leader, International Tax & Transaction Services (ITTS), Ernst & Young LLP
Co-Chair	**Mr Rajeev Dimri**, National Head of Tax, KPMG India

59. **Technology**

Chair	**Ms Roma Datta Chobey**, Managing Director - Digital First Businesses, Google India Pvt. Ltd.
Co-Chairs	**Mr Suprakash Chaudhuri**, Country Head – Digital Industries, Siemens Ltd.
	Mr Gokul V Subramaniam, President, Intel India; Vice President, Client Computing Group, Platform & Systems | Sustainability Strategy, Intel Technology India Pvt. Ltd.

60. **Textiles & Technical Textiles**

Chair	**Mr Rajinder Gupta**, Chairman, Trident Group
Co-Chair	**Mr ManMohan Singh**, Chief Marketing Officer, Aditya Birla Group, Birla Cellulose, Pulp & Fibre Business, Grasim Industries Limited

61. **Tourism**

Mentor	**Dr Jyotsna Suri**, Past President, FICCI & Chairperson & Managing Director, The Lalit Suri Hospitality Group
Chair	**Mr Rajesh Magow**, Co-Founder & Group CEO, MakeMyTrip Group
Co-Chairs	**Mr Rajesh R Mehta**, Managing Director, IHHR Hospitality Private Limited
	Dr Jitendra K Mohanty, MHCIMA, CMD, Swosti Group, Swosti Premium Ltd.
	Mr Sanjoy K Roy, Managing Director, Teamwork Arts Pvt. Ltd.
	Mr Anuj Tejpal, Global Chief Merchant Officer, OYO

62. **Transport Infrastructure**

Mentor	**Mr BVN Rao**, Business Chairman (Transportation & Urban Infra), GMR Group
Chair	**Mr Vimal Kejriwal**, Managing Director & CEO, KEC International Ltd.
Chair (Ports & Shipping)	**Mr Dhruv Kotak**, Managing Director, JM Baxi Group
Co-Chair (Railways)	**Mr Vivek Lohia**, Managing Director, Jupiter Wagons Ltd.
Co-Chair (Road & Highways)	**Mr S Paramasiva**n, Managing Director, Afcons Infrastructure Ltd.

63. **Urban Development & Real Estate**

Mentor	**Mr Sandip Somany**, Past President, FICCI & Chairman & Managing Director, Somany Impresa Group
Chair	**Mr Raj Menda**, Chairman – Supervisory Board, RMZ Corporation
Co-Chairs	**Mr Gaurav Pandey**, Managing Director and CEO, Godrej Properties Ltd.
	Mr JVS Ramakrishna, Global BU Head - Sustainable Smart World, L&T Technology Services Ltd.
	Mr Vipul Roongta, Managing Director & CEO, HDFC Capital Advisors Ltd.

64. **Women Empowerment**

Chair	**Ms Shradha Suri**, CMD, Subros Limited
Co-Chair	**Ms Akanksha Chaturvedi**, Head - Corporate Strategy, Marketing and ESG, Gainwell Commosales Pvt. Ltd.

COUNCILS

65. **CFO Council**

Chair	**Mr Ritesh Tiwari**, Executive Director – Finance & IT and CFO, Hindustan Unilever Limited
Co-Chair	**Mr Rajneesh Jain**, President & Chief Financial Officer, Reliance Jio Infocomm Limited

66. **Economic & Public Policy Council**

Chair	**Mr Pankaj R Patel**, Past President, FICCI & Chairman, Zydus Lifesciences Limited

67. **Financial Sector Council**

Chair	**Mr Rashesh Shah**, Past President, FICCI & Chairman, Edelweiss Group

FORUMS

68. **FICCI Economist Forum**

Chair	**Mr Dharmakirti Joshi**, Chief Economist, CRISIL Limited
Co-Chairs	**Mr Madan Sabnavis**, Chief Economist, Bank of Baroda
	Dr Sachchidanand Shukla, Group Chief Economist, Larsen & Toubro Ltd.

69. **FICCI Young Leaders Forum**

Chair	**Mr Shashwat Goenka**, Vice Chairman, RP-Sanjiv Goenka Group
Co-Chairs	**Mr Rishabh Shroff**, Partner (Co-Head - Private Client and Head - International Business Development), Cyril Amarchand Mangaldas
	Mr Chaitanya Hari Singhania, Vice-President (Business Development), JK Paper Ltd. & Director, JKPL Packaging Products Ltd.

MISSION

70. **FICCI Water Mission**

Chair	**Ms Naina Lal Kidwai**, Past President, FICCI & Chairperson, Rothschild & Co. (I) Pvt. Ltd.
Co-Chair	**Mr Shraman Jha**, CEO, Hindustan Unilever Foundation

TASK FORCES

71. **Fragrance & Flavours**

Chair	**Mr Michael Carlos**, Chairman, Emeritus, The International Fragrance Association (IFRA)
Co-Chair	**Ms Bhuvana Nageshwaran**, Director - F&F, Ultra International Ltd.

72. **iCET**

Chair	**Mr Rajan Bharti Mittal**, Past President, FICCI & Vice Chairman, Bharti Enterprises

INTERNATIONAL DIVISION: LIST OF JBC'S, CEO'S FORA, COUNCILS

S.No.	Name of JBC's, CEO's FORA, Councils	Designation	Name, Designation, Organisation & City
1.	India Singapore CEOs Forum	Co- Chair (India)	Mr Harshavardhan Neotia, Past President, FICCI and Chairman, Ambuja Neotia Group
2.	ASEAN India Business Council (AIBC)	Co-Chair (India)	Mr Harsha Vardhan Agarwal, President, FICCI & Vice Chairman & Managing Director, Emami Limited
3.	India-Taiwan CEO Roundtable	Chair (India)	Mr Manish Sharma, Chair, FICCI Electronics Manufacturing Committee, Co-Chair for the India-Taiwan Business Cooperation Committee, Chairman, Panasonic Life Solutions, India and South Asia
4.	India-Korea CEOs Forum	Chair (India)	Mr Sudarshan Venu, Chairman and Managing Director of TVS Motor Company
5.	India-Israel CEOs Forum	Co-Chair (India)	Mr Subhrakant Panda, Past President, FICCI and Managing Director, Indian Metals & Ferro Alloys (IMFA)
6.	India-Spain CEOs Forum	Chair (India)	Dr Anish Shah, Immediate Past President, FICCI & Group CEO & Managing Director, Mahindra Group
7.	Shanghai Cooperation Organisation (SCO) Business Council (Multilateral)	Chair (India)	Mr Tribhuvan Darbari, Managing Director & CEO, Texmaco Defence Systems Private Limited & Chief Executive, Texmaco Rail & Engineering Ltd., Resident Director, Fertilizer Group Companies (Adventz Group) & Board Director, Simon India Limited (Adventz Group)
8.	Task Force on Blue Economy (Multilateral)	Chair	Amb Rajiv Bhatia (Retd.), FICCI Taskforce on Blue Economy
9.	FICCI-Arab Council	Chair	Mr Adeeb Ahamed, Chair- FICCI MENA Council & MD Lulu Financial Holdings
		Co-Chair	Dr Siddeek Ahmed, Co-Chair- FICCI MENA Council & Chairman & Managing Director, ERAM Holdings
10.	FICCI-Guyana JBC	Co-Chair	Dr Amrut Naik, President & Head, International Head, Zydus Lifesciences Limited
11.	FICCI-Africa Council	Chair	Mr Bobby Salwan, Chairman, FICCI Africa Council & Regional Head-Middle East and Africa (excluding South Africa), South & Central America, Caribbean Island - Automotive Division, Mahindra & Mahindra Ltd.
		Co- Chair	Mr Ganesh Srinivasan, President (Transmission & Distribution), KEC International
12.	FICCI-LAC Council	Chair	Dr Amrut Naik, President & Head, International Business, Zydus Lifesciences Limited
13.	India-Central Asia Business Council	Chair	Dr Anish Shah, Immediate Past President, FICCI & Group CEO & Managing Director, Mahindra Group

S.No.	Name of JBC's, CEO's FORA, Councils	Designation	Name, Designation, Organisation & City
14.	India-Japan Business Co-operation Committee	Chair	Mr Onkar S Kanwar, Past President, FICCI and Chairman, Apollo Tyres Ltd.
		Co-Chair	Mr Rohit Relan, Chairman and Managing Director, Bharat Seats Ltd.
15.	India-Saudi Business Council	Co-Chair (India)	Dr Siddeek Ahmed, Co-Chair- FICCI MENA Council & Chairman & Managing Director, ERAM Holdings
16.	India-Egypt Business Council	Co-Chair	Mr Ganeshkumar Subramanian, Managing Director, TCI Sanmar Chemicals SAE
17.	FICCI India-UK Industry Advisory Group (IAG)	Chair	Ms Priya Guha MBE, Venture Partner Merian Ventures
18.	FICCI Forum of Parliamentarians	Chair	Shri Rajiv Pratap Rudy, MP, Lok Sabha, Bharatiya Janata Party (Bihar)
		Co-Chair	Dr Jyotsna Suri, Past President, FICCI and CMD, Lalit Suri Hospitality Group
		Co-Chair	Mr Harshavardhan Neotia, Past President, FICCI and Chairman, Ambuja Neotia Group

REGIONAL & STATE COUNCILS

1. **Andhra Pradesh State Council, Hyderabad**

Chair	**Mr M Prabhakar Rao**, Chairman, NSL Group & Chairman & Managing Director, Nuziveedu Seeds Limited, Hyderabad
Co-Chair	**Mr Jithendra Nimmagadda**, CEO, Viswa Samudra Holdings Private Limited, Hyderabad

2. **Telangana State Council, Hyderabad**

Chair	**Mr V V R Raju**, Managing Director, Gaja Engineering Pvt. Ltd., Hyderabad
Co-Chair	**Mr Meela Jayadev**, Director, Sudhakar PVC Products Pvt. Ltd., Hyderabad

3. **Gujarat State Council, Ahmedabad**

Chair	**Mr Rajiv Gandhi**, CEO and Managing Director, Hester Biosciences Limited, Ahmedabad
Co-Chair	**Mr Natubhai Patel**, Managing Director, Meghmani Organics Ltd., Ahmedabad
Co-Chair	**Mr Sandeep Pravinbhai Engineer**, Managing Director, Astral Poly Technik

4. **Karnataka State Council, Bengaluru**

Mentor	**Mr K Ullas Kamath**, Founder, UK & Co., Bengaluru
Chair	**Mr Siddhartha Agarwal**, President, Bhoruka Park Pvt. Ltd., Bengaluru
Co-Chair	**Mr Sunil Khurana**, Executive Chairman, BPL Medical Technologies Pvt Ltd., Bengaluru

5. **Kerala State Council, Cochin**

Chair	**Mr V P Nandakumar**, Managing Director & CEO, Manappuram Finance Limited, Thrissur
Co-Chair	**Mr Thomas John**, Managing Director, Agappe Diagnostics Ltd., Cochin

6. **North East Advisory Council, Guwahati**

Chair	**Mr Ranjit Barthakur**, Chairman, Globally Managed Services, Mumbai

7. **Assam State Council, Guwahati**

Chair	**Dr Ghanshyam Das Dhanuka**, Managing Director, Ghanshyam Pharmaceuticals, Guwahati
Co-Chair	**Mr Joydeep Gupta**, Director and Founder, BMG Informatics Pvt. Ltd., Guwahati

8.	**Maharashtra State Council, Mumbai**	
	Chair	**Ms Sulajja Firodia Motwani**, Founder & CEO, Kinetic Green Energy & Power Solutions Limited and Vice Chairperson, Kinetic Engineering Limited, Pune
	Co-Chair	**Mr Dinesh N Joshi**, Chairman & Managing Director, Satya Giri Shipping Co. Ltd., Mumbai
	Co-Chair	**Mr Shirish Barwale**, Managing Director, Mahyco Pvt. Limited, Mumbai
9.	**Odisha State Council, Bhubaneswar**	
	Chair	**Mr Pankaj Satija**, Executive-in-Charge, Ferro Alloys and Metals Division, Tata Steel Ltd., Bhubaneswar
	Co-Chair	**Mr T S Shanbhogue**, Head – Greenfield Projects Odisha & Technical Support, ArcelorMittal Nippon Steel India
10.	**Punjab, Haryana & H.P. Advisory Council, Chandigarh**	
	Chair	**Mr Rajinder Gupta**, Chairman, Trident Group, Chandigarh
	Co-Chair	**Mr Kunal Yadav**, Chairman & Managing Director, Indian Sucrose Limited, Hoshiarpur, Punjab
11.	**Rajasthan State Council, Jaipur**	
	Chair	**Mr Ashok Kajaria**, Chairman & Managing Director, Kajaria Ceramics Ltd., New Delhi
	Co-Chair	**Mr Surendra Singh Shahpura**, Chairman, Shahpura Hotels & Resorts, Jaipur
12.	**Tamil Nadu State Council, Chennai**	
	Chair	**Dr G S K Velu**, Founder Chairman & Managing Director, Trivitron Healthcare Group of Companies, Chennai
	Co-Chair	**Mr Bhupesh Nagarajan**, Chairman & Managing Director, Indira Projects and Indira Exports, Chennai
13.	**Uttar Pradesh State Council, Lucknow**	
	Chair	**Mr Manoj Gupta**, Chairman, MKU Limited, Kanpur
	Co-Chair	**Mr Tanmay Maheshwari**, Managing Director, Amar Ujala Limited, Noida
14.	**Madhya Pradesh State Council, Bhopal**	
	Chair	**Mr Dinesh Patidar,** Managing Director, Shakti Pumps (India) Limited, Pithampur, Dist. Dhar
	Co-Chair	**Mr Manish Kumar Dabkara**, Chairman and Managing Director & CEO, EKI Energy Services Limited, Indore
	Co-Chair	**Mr Manish Gulati**, Executive Director, HEG Limited, Mandideep, Near Bhopal, Distt. Raisen (M.P.)
15.	**Jammu Kashmir State Council**	**Mr Mushtaq Ahmad Burza**, Chairman, Ahad Hotels and Resorts & Chairman, Joyes Agro Pvt. Ltd., Srinagar Kashmir, J&K
16.	**West Bengal State Council, Kolkata**	
	Chair	**Mr Prashant Bangur,** Vice Chairman, Shree Cement Ltd., Kolkata
	Co-Chair	**Ms Sonali Ghosal**, Managing Director, Nightingale Group of Companies & Managing Director, Civil Engineers Enterprises Pvt. Ltd.

ALLIED BODIES

All India Organisation of Employers

President	**Mr Jasbir Singh,** Executive Chairman, CEO and Whole-time Director, Amber Enterprises India Ltd.

Confederation of Indian Food Trade and Industry

President	**Mr Tarun Arora,** CIFTI and CEO, Zydus Wellness Limited

Confederation of Micro, Small and Medium Enterprises

President	**Mr Girish Luthra**, Chairman, Luthra Group of Companies
Vice President	**Ms Harjinder Kaur Talwar**, Managing Director & CEO, Comvision India Pvt. Ltd.

FICCI Ladies Organisation

President	**Poonam Sharma**, Director, Ayurvedant Pvt. Ltd.
Senior Vice President	**Puja Garg**, Director, Tex Lifestyle retail Pvt. Ltd.
Vice President	**Kamini Saraf,** MD Owner, Angasutra & Fasshion Yatra

Indian Council of Arbitration

President	**Dr N G Khaitan**, Sr. Partner Khaitan & Co., Kolkata,
Senior Vice President	**Mr Rohit Relan**, Chairman & Managing Director Bharat Seat, Gurgaon
Vice President	**Mr Geeta Luthra**, Sr. Advocate Supreme Court of India, New Delhi

International Chamber of Commerce - India

President	**Mr Sunil Sanghai**, Founder and CEO, NovaaOne Capital Pvt. Ltd.
Vice President	**Mr Sidharth Birla**, Chairman, Xpro India Limited

REPORT OF ACTIVITIES DURING YEAR 2025

AGRICULTURE

- Roundtable on Gender- Inclusive Agri Value Chain,18 March 2025, New Delhi.
- Virtual Meeting: Industry Feedback on US Reciprocal Tariffs, 7 April 2025.
- AgriNI – Agri Nourishing Initiative: Virtual Knowledge Series on Sustainable Agriculture, 24 April 2025.
- 11th Edition of the India Maize Summit 2025, 7 July 2025, New Delhi.
- AgriNi-FICCI Agri Nourishing Initiative - Virtual Knowledge Series on Sustainable Agriculture, 29 July 2025, New Delhi.
- Virtual Panel Session Commemorating National Mustard Day, 1 August 2025.
- Workshop on Diffusion of AgTech Innovations among Smallholder Farmers, 18 August 2025.
- India–Romania Virtual Business Session on the Agri-Food Sector, 12 September 2025, organised in association with the Embassy of India in Bucharest, Romania and chaired by Dr. Manoj Kumar Mohapatra, Ambassador of India to Romania.
- Rajasthan Millet & Mustard Conclave, 17 September 2025, Jaipur.
- Second Stakeholder consultation on Diffusion AgTech Innovations among Smallholder Farmers, 19 September, New Delhi.

ATA AND UNTIR CARNET

- Workshop on ATA Carnet - Facilitates Duty-Free Temporary Export/Import of Goods into Multiple Foreign Countries, 28 January 2025, Palakkad.
- Workshop on ATA Carnet - An Easy Tool for Doing Business in India and Abroad, 30 April, 2025, Trivandrum.
- Workshop on ATA Carnet - Facilitates Duty Free Temporary Export/Import of Goods into Multiple Foreign Countries, 28 May 2025, Bhopal.
- FICCI Workshop on ATA Carnet - Facilitates Free Movement of Goods Across Multiple International Borders, 7 August 2025, Kolkata.

AYUSH

- Ayush Medical Value Travel Summit, 26 May 2025, Chennai.
- FICCI Ayush Stakeholders' Consultative Meeting, 29 July 2025, New Delhi.

BUSINESS TO BUSINESS (B2B) SERVICES

- HATHKARGHA 2024, Business Mission to UAE, 11-13 December 2024, Dubai, UAE.
- B2B meetings organized at Maritime India 2025, 22-24 January 2025, Mumbai.
- Business Matching Session with Slovakia Delegation, 19 February 2025, New Delhi.
- B2B meetings organized at Odisha Travel Bazar, 25 - 27 February 2025, Bhubaneswar, Odisha.
- B2B Meetings: Meeting with Hamriyah Free Zone, Government of Sharjah, 3-4 March 2025, Hyderabad, Telangana.
- B2B Meetings: Meeting with Hamriyah Free Zone, Government of Sharjah, 6-7 March 2025, Vijayawada, Andhra Pradesh.
- Business Meeting with Slovakia Delegation, 18 March 2025, Embassy of the Slovak Republic, New Delhi.
- B2B Meetings: Meeting with Hamriyah Free Zone, Government of Sharjah 22-23 April 2025, Mumbai.
- B2B/ B2G Meetings at India Steel 2025 Event, 24-26 April 2025, Mumbai.
- G2B/B2B Meetings organized Waves Bazaar 2025, 1-4 May 2025, Mumbai.
- B2B Meetings organized at Great India Travel Bazaar, 4-6 May 2025, Jaipur.
- Three Days-Webinar & Interactive Training Session on Increase Your Exports Using AI Tools, 2- 4 July 2025.
- Meeting with the UAE Delegation (Government of Sharjah), 18-19 July 2025, New Delhi.
- Meeting with the UAE Delegation (Government of Sharjah), 22-23 July 2025, Chandigarh.
- G2B/B2B Meetings organized at Toronto International Film Festival, 4-8 September 2025, Indian Pavillion at TIFF 50, Toronto, Canada.
- B2B meetings organized at LEADS 2025, 10-11 September 2025, New Delhi.
- B2B/G2B meetings organized at World Food India, 25-28 September 2025, New Delhi.
- B2B/G2B meetings organized at FICCI Frames, 7-8 October 2025, Mumbai.
- B2B meetings organized at MP Travel Mart 2025, 11-13 October 2025, Bhopal.

CHEMICALS AND PETROCHEMICALS

- Odisha Investors' Meet 2025, 8 April 2025, New Delhi.
- Summit on Recycling, Plastic Waste Management and Circular Economy in the Petrochemicals and Plastic Sector, 14 November, 2025, Dehradun, Uttarakhand.

CIVIL AVIATION

- India Aircraft Leasing & Financing Summit - 2025, 7 March 2025, Ahmedabad.
- Curtain Raiser of Wings India - 2026, 23 May 2025, New Delhi.

- 7th Helicopters & Small Aircraft Summit - 2025, 24 June 2025, Pune.
- Northern Region Ministers Conference on Civil Aviation and Roadshow of Wings India 2026, 4 July 2025, Dehradun.
- Western Region Ministers Conference on Civil Aviation and Roadshow of Wings India 2026, 11 July 2025, Mumbai.
- Eastern Region Ministers Conference on Civil Aviation and Roadshow of Wings India 2026, 25 August 2025, Bhubaneswar.
- North East Region Ministers Conference on Civil Aviation and 3rd North East Aviation Summit - 2025, 4 September 2025, Itanagar.
- Southern Region Ministers Conference on Civil Aviation and Roadshow of Wings India 2026, 30 October 2025, Bangalore.
- India Sustainable Aviation Fuel Summit - 2025, 6 November 2025, New Delhi.

CASCADE

- Twitter Podcast on "Combating Illicit Trade through Effective Enforcement" with Mr P C Jha, Advisor, FICCI CASCADE & Former Chairman, Central Board of Indirect Taxes and Customs, 18 December 2024, New Delhi.
- Twitter Podcast on "National Consumer Day: Fight Against Smuggled and Counterfeit Goods" with Mr Hem Pande, Former Secretary, Ministry of Consumer Affairs, Food and Public Distribution, Government of India, and Think Tank Member, FICCI CASCADE, 24 December 2024, New Delhi.
- Digital Art Competition: Stand Against Smuggling, 30 January 2025, New Delhi.
- 4th Edition of Anti-Smuggling Day, 11 February 2025, New Delhi.
- Capacity Building Programme for Police Officers on "Prevention of Counterfeiting and Smuggling", 25 March 2025, Delhi Police Academy, Jharoda Kalan, New Delhi.
- Twitter Podcast on the "Cost of Crime: How Organized Crime and Illicit Trade Weaken Economies" with Mr Prem Mahadevan, Senior Analyst, Global Initiative Against Transnational Organized Crime, 27 March 2025, New Delhi.
- Twitter Podcast on "Building Strategic Alliances for a Unified Global Response against Illicit Trade" with Mr Yashvardhan Kumar Sinha, Former High Commissioner of India to the United Kingdom, 25 April 2025, New Delhi.
- Seminar on "Proactive Approaches to Combat Counterfeiting and Smuggling", 21 May 2025, Trivandrum, Kerala.
- Seminar on "Illicit Trade in Focus: State-Level Action Against Counterfeiting and Smuggling", 30 June 2025, Ahmedabad, Gujarat.
- Auto Rally, 14 July 2025, Srinagar, Jammu & Kashmir.

- Capacity Building Programme for Police Officers on "Illicit Trade, Fraud & Organized Crime: Building Enforcement Capacity for a Safer Marketplace", 28 July 2025, New Delhi.
- 7th Edition of Inter School Competition "ZERO–EVASION: Empowering Youth to Combat Smuggling and Counterfeiting", 22 August 2025, New Delhi.
- 11th Edition of MASCRADE-Movement Against Smuggled and Counterfeit Trade, 18 &19 September 2025, New Delhi.
- Capacity Building Programme for Police Officers on "Enforcement Against Illicit Economies: Strengthening the Role of Police in Preventing Transnational Crime", 24 September 2025, Gurugram.

DEFENCE & HOMELAND SECURITY

- State-Level Defence MSMEs Conclave on Enhancing Regional Capabilities through MSME Defence Cluster Development in Uttarakhand, 3 December 2024, Dehradun.
- State-Level Defence MSMEs Conclave on Enhancing Regional Capabilities through MSME Defence Cluster Development in Uttar Pradesh, 10 January 2025, Lucknow.
- FICCI Mission to Mini Defence Expo Cum Defence Industry Symposium in Malaysia, 16 January 2025, Kuala Lumpur, Malaysia.
- Homeland Security Conference & FICCI SMART Policing Awards, 4 March 2025, New Delhi.
- FICCI Mission to Mini Defence Expo, 13 April 2025, Tanzania.
- New Age Military Technologies : Industry Capabilities & Way Forward, 4 July 2025, New Delhi.
- FICCI Defence Mission to DSEI 2025, 9 - 12 September 2025, UK.
- Webinar on India–Spain Aerospace & Defense Cooperation: Unlocking Investment Opportunities in Spain, 24 September 2025.
- FICCI - CAPSS Aero Tech India 2025, 30 September 2025, New Delhi.

DRONES

- FICCI Seminar on Engine Manufacturing for Aircraft, Ships, UAVs and Drones at Aero India 2025, 10 February 2025, Bangalore.
- FICCI Drones Seminar at Kerala Aviation Summit, 23 August 2025, Kerala.
- FICCI – SAC, IAF Conference-cum-Exhibition on Drones, 31 October 2025, Trivandrum, Kerala.
- FICCI Meity Seminar on Drones, 26 November 2025, New Delhi.

ELECTRIC VEHICLE SECTOR

- FICCI National Conference on Electric Vehicles "Accelerating E-Mobility: Enablers and Imperative" 19th November 2024, New Delhi.

ENVIRONMENT/ CLIMATE CHANGE/ SUSTAINABILITY SECTOR

- Webinar on Decarbonisation of Road Freight, 3 December 2024.
- 3rd ESG Summit, 31 January 2025, Mumbai.
- 9th Edition Sustainable Futures Business Conclave, 19-20 February 2025, New Delhi.
- India-Japan Environmental Business Promotion Seminar, 4 March 2025, New Delhi.
- Awareness Program on ESG & Sustainable Business Practices for MSMEs, 17 April 2025, Ahmedabad.
- Webinar on Building Resilient Energy Ecosystems: Microgrids & Renewable Energy, 17 April 2025.
- Webinar on Wasteonomics: The Business of Saying Goodbye to Trash, 22 April 2025.
- Sustainable Futures: Québec-India Dialogue on Clean Energy and Environment, 5 May 2025, New Delhi.
- Webinar on Restoring Nature, Empowering Industry: Building a Sustainable Economy, 14 May 2025.
- Awareness Program on ESG & Sustainable Business Practices for MSMEs, 20 May 2025, Bangalore.
- Webinar on Cleaning the Air: Practical Insights for GHG Emission Reduction, 22 May 2025.
- Training on Business Responsibility and Sustainability Reporting (BRSR), 26-27 May 2025.
- Awareness Program on ESG & Sustainable Business Practices for MSMEs, 30 May 2025, Bhubaneswar.
- Social Media Campaign on World Environment, 5 June 2025, Virtual.
- Awareness Program on ESG & Sustainable Business Practices for MSMEs, 13 June 2025, Hyderabad.
- Webinar on Forests and Finance: Unlocking the Power of Carbon Markets and REDD, 17 June 2025.
- Industry Consultation on the Draft Framework of India's Climate Finance Taxonomy, 18 June 2025, New Delhi.
- Awareness Program on ESG & Sustainable Business Practices for MSMEs, 27 June 2025, Kolkata.
- Second Industry Consultation on the Draft Framework of India's Climate Finance Taxonomy, 10 July 2025, Mumbai.
- Training on Business Responsibility and Sustainability Reporting (BRSR), 11-12 July 2025, Virtual.
- Webinar on Beyond Plastic: Entering the Era of Circular Innovation Packaging, 5 August 2025.
- Certification Training Program on Carbon Markets, 8-9 September 2025, New Delhi.
- Workshop on Sustainability Readiness for MSMEs: From Awareness to Action, 17 September 2025, Ankleshwar, Gujarat.

- Workshop on Sustainability Readiness for MSMEs: From Awareness to Action, 19 September 2025, Vadodara, Gujarat.
- Awareness Workshop on ESG & Sustainable Growth for MSMEs, 20 September 2025, Visakhapatnam, Andhra Pradesh.
- 15th Edition India Climate Policy & Business Conclave-ICPBC, 24-25 September 2025, Hyderabad.
- Seminar on business matchmaking through the Joint Crediting Mechanism (JCM), 26 September 2025, Hyderabad.
- Startup Showcase on Sustainable Solutions for MSMEs, 6 October 2025, New Delhi.
- Go & See Visit to Borosil Renewable Ltd., 8 October 2025, Gujarat.
- Webinar on Digitalisation for Flexibility: Driving Low Carbon Growth in the UK and India, 9 October 2025.
- Workshop on Sustainability Readiness for MSMEs: From Awareness to Action, 14 October 2025, Kolkata.
- Workshop on Sustainability Readiness for MSMEs: From Awareness to Action, 16 October 2025, Hyderabad.

FICCI QUALITY FORUM

- FICCI x SAGE First Responder Training Certifcation, November 2024 – January 2025, Virtual.
- CQI IRCA UK Approved ISO 9001_2015 Quality Management System Lead Auditor Course, 2-6 December 2024, New Delhi.
- Roundtable on Collaborative Actions for Resource Efficiency & Circular Economy Transition, 6 December 2024, New Delhi.
- Effective Implementation and Internal Audit of ISO/IEC 17025:2017 LMS & NABL Criteria, 20-23 January 2025, Inhouse (Llyods Metals and Energies Limited)
- FICCI Learning and Development Summit 2025, 28 January 2025, New Delhi.
- CQI IRCA UK Approved ISO 9001_2015 Quality Management System Lead Auditor Course, 10-14 February 2025, New Delhi.
- Online Certification Programme on Diversity, Equity and Inclusion (DE&I), 21 February-11 April 2025.
- Global Symposium & Awards on Resource Efficiency and Circular Economy, 24-25 March 2025, New Delhi.
- Indo-German Business Partnership Programme (IGBPP): General Batch Introductory Workshop, 18 &19 February 2025, New Delhi.
- Indo-German Business Partnership Programme (IGBPP): Industry 4.0 Batch Introductory Workshop, 18 &19 February 2025, New Delhi.

- FICCI Masterclass: From Awareness to Action: A Framework for Psychological Wellbeing at Workplace, 19 May 2025, New Delhi.
- FICCI Total Wellbeing Summit 2025, 20 May 2025, New Delhi.
- Indo-German Business Partnership Programme (IGBPP): General Batch Introductory Workshop, 21-22 May 2025, New Delhi.
- 3 RECEIC–UNDP webinars focused on recycled plastic sourcing, MSME transition and the textiles sector to enhance circularity, 4 June, 10 July, 18 September 2025, Virtual.
- Certification Programme on Strategic Human Resource Business Partner (SHRBP), 20 June 2025, 18 July 2025, Virtual.
- Online Workshop on Team Building & Conflict Management, 29 &30 July 2025.
- CQI IRCA UK Approved ISO 9001_2015 Quality Management System Lead Auditor Course, 28 July-1 August 2025, New Delhi.
- Indo-German Business Partnership Programme (IGBPP): Women Focused Batch Introductory Workshop, 5 & 6 August 2025, New Delhi.
- Effective Implementation and Internal Audit of ISO/IEC 17025:2017 LMS & NABL Criteria, 5 August 2025-8 August 2025, New Delhi.
- FICCI Quality Management System Internal Audit Training (AIESL), 18-19 August 2025, Virtual.
- FICCI Innovation Summit (FIS) 2025, 10 September 2025, Mumbai.
- Indo-German Business Partnership Programme (IGBPP): Healthcare Industry Batch Introductory Workshop, 21 and 22 May 2025, New Delhi.

FICCI YOUNG LEADERS FORUM

- Webinar on Sustainability by Design: “Embedding Environmental Consciousness into Business Strategy” by Professor L Venkatachalam PhD, RBI Chair, Madras Institute of Development Studies, 31 January 2025.
- Webinar on “Mastering Startups: The Power of Project Management” by Mr Krishnakumar Iyer, Certified Independent Director, EFQM Assessor & Head of Operations, Blue Star Engineering & Electronics Ltd., 28 February 2025.
- Roundtable on International Women’s Day, 6 March 2025, Gurugram.
- Roundtable on “Scripting your Success Path FY-2026”, 24 March 2025, New Delhi.
- Dress like a Boss lady with ALDO”, 22 April 2025, Noida.
- “Dressing formal in Indian wear with Ritu Kumar Label”, 21 May 2025, New Delhi.
- “Dress like a Boss with ALDO”, 18 June 2025, New Delhi.

FINANCIAL SERVICES

(Banking, Fintech, NBFC, Insurance, Leasing and Financial Sector)

Banking

- FICCI, WWF-India, and Indian Banking Association (IBA) Workshop on 'Mainstreaming Nature and Climate-related Risks for the Finance Sector, 9 December 2024, New Delhi.
- FICCI Banking Committee Meeting, 7 March 2025, Virtual.
- Meeting with Mr A K Goel, Chief Executive, Indian Banks' Association, 1 May 2025, New Delhi.
- Meeting on Mutual Credit Guarantee Scheme for MSMEs (MCGS-MSME)-IBA, 14 July 2025, Mumbai.
- FICCI Meeting with Mr Sanjay Malhotra, Governor, RBI, 15 July 2025, Mumbai.
- Interactive Session with Dr Ajay Bhushan Pandey, Vice President (Investment Solutions), Asian Infrastructure Investment Bank (AIIB), 29 July 2025, New Delhi.
- Meeting on Implications of DPDP Act and draft DPDP Rules on the BFSI Sector - DFS, 13 August 2025, New Delhi.
- FICCI – IBA Annual Banking Conference - FIBAC, 25 & 26 August 2025, Mumbai.
- FICCI Banking Committee Meeting, 29 September 2025, Virtual.

Fintech

- Meeting with Ms Marja Nykänen, Deputy Governor, Bank of Finland, 10 March 2025, New Delhi.
- Meeting on 6th Edition of FICCI-IBA PICUP Fintech Awards Framework, 26 March 2025, Virtual.
- FICCI Fintech Committee Meeting, 9 April 2025, Virtual.
- First Meeting of Committee for Fintech Scorecard – DFS, 8 August 2025, New Delhi.

Insurance

- FICCI Insurance Awareness Day, 28 June 2025, New Delhi.
- FICCI Insurance Industry Awards Jury Meeting, 8 September 2025, Virtual.

NBFC

- FICCI NBFC Committee Meeting, 8 October 2025, Mumbai , Hybrid.

FINANCIAL MARKETS

- PMIS Training of Trainers Programme,19-20 December 2024,Hyderabad.
- PMIS Training of Trainers Programme, 20-21 December 2024, New Delhi.
- Session on Green Finance for MSMEs, 20 December 2024, Virtual.
- PMIS Training of Trainers Programme, 20-21 December 2024, Mumbai.
- PMIS Training of Trainers Programme, 23 December 2024,Ahmedabad.

- Webinar on Three Horizons: Path to Sustainability, 24 January 2025, Virtual.
- Training Program on Business & Biodiversity, 28-29 January 2025, Virtual.
- 3rd ESG Summit 2025, 31 January 2025, Mumbai.
- Masterclass on New Compliance Requirements for Related Party Transactions, 5 March 2025, Virtual.
- Roundtable on Building a Sustainable Investment Ecosystem in India, 12 Mar 2025, New Delhi.
- Awareness Program on ESG & Sustainable Business Practices for MSMEs, 21 March 2025, Kochi.
- Awareness Session on ESG & Sustainable Business Practices for MSMEs, 25 March 2025, Chennai.
- Awareness Session on Empowering MSMEs with ESG & Sustainable Business Practices, 27 March 2025, Indore.
- Awareness Session on ESG & Sustainable Business Practices for MSMEs, 17 April 2025, Ahmedabad.
- Masterclass on Amendments to SEBI ICDR Regulations, 2025, 24 April 2025, Virtual.
- Awareness Session on ESG & Sustainable Business Practices for MSMEs, 20 May 2025, Bengaluru.
- Awareness Session on ESG & Sustainable Business Practices for MSMEs, 30 May 2025, Bhubaneswar.
- MSME Xcelerate 2025-Innovation, Technology and Sustainability, 13 June 2025, Hyderabad.
- Seminar on Empowering MSMEs for Sustainable Future, 27 June 2025, Kolkata.
- PMIS Training for RDs/ROCs, 2 July 2025, New Delhi.
- Masterclass on Revised Standards Industry on RPTs, 4 July 2025, Virtual.
- North East Roundtable on PM Internship Scheme - interaction with PMIS interns, 10 July 2025, Shillong.
- 22nd edition of FICCI's Annual Capital Markets Conference – CAPAM 2025, 21 August 2025, Mumbai.
- Investor Outreach Program with SEBI Delegation led by Chairman, SEBI, 28 August 2025, Singapore.
- Interactive session with Asian Infrastructure Investment Bank delegation led by Dr Ajay Bhushan Pandey, Vice President (Investment Solutions), AIIB, 29 July 2025, Delhi and 31 July 2025, Mumbai.
- FICCI National Conference on Agile Governance: Fostering Transparency & Building Trust, 28 August 2025, New Delhi.
- FICCI-CCGS, IIM-B Professional Development Programme on Board Leaders for Tomorrow: Strategy, Stewardship & Sustainability, 30 August 2025, Virtual & 4 September 2025 (In-person), Bangalore.

- Awareness Workshop on ESG & Sustainable Growth for MSMEs, 20 September 2025, Visakhapatnam.
- Online Workshop on CV Building & Interview Skills, 24 September 2025.
- FICCI PMIS Job Fair, 26 September 2025, Virtual.
- FICCI Stakeholders' Consultation on MCA's Memorandum on Establishment of Indian Multidisciplinary Partnership Firm, 26 September 2025, Virtual.
- FICCI Startup Showcase – Enabling MSME Competitiveness through Sustainable Solutions, 6 October 2025, New Delhi.

FOOD PROCESSING

- FICCI Symposium on the Impact of HFSS Food on the Indian Food Processing Industry, 12 February 2025, New Delhi.
- FICCI Roundtable Conference on Irradiation of Foods, 26 March 2025, New Delhi.
- 16th FOODWORLD India 2025, 20 May 2025, New Delhi.

FORUM OF PARLIAMENTARIANS

- Industry Roundtable on AI and Emerging Technologies with Members of Parliament, 10 February 2025, New Delhi.
- Japan’s Connect with Andhra Pradesh - Seminar on Investment, Infrastructure, Education & People to People Exchange, 26 March 2025, Vijayawada, Andhra Pradesh.
- Virtual Interaction on India’s Fight against terrorism and Operation Sindoor with the members on 7 groups of MPs, 12 June 2025.
- Book Discussion on "AI on Trial" authored by Hon’ble Member of Parliament Shri Sujeet Kumar, MP, Rajya Sabha (BJP), 16 June 2025, New Delhi.
- Roundtable Discussion with the Hon’ble Members of Parliament from Nepal, 28 July 2025, New Delhi.
- Dinner interaction with H.E. Mr. ONO Keiichi, Ambassador of Japan to India and Bhutan, 5 August 2025, New Delhi.
- Roundtable Discussion with the Hon’ble Members of Parliament from Sri Lanka, 28 August 2025, New Delhi.
- FICCI Forum of Parliamentarians Delegation to UK, 10 - 12 September 2025.
- UK All Party Parliamentary Group on India delegation to India, 9-14 November 2025, New Delhi, Bhubaneswar, Chennai.

FURNITURE SECTOR

- Certificate and Appointment Letter Distribution for Employment Grant Programme at Government ITI, in association with Hettich Poddar Wood Working Institute (HPWWI), Howrah Homes, 25 March 2025, Howrah, West Bengal.
- Furniture Committee Meeting, 4 April 2025, Virtual.
- Virtual Interactive Session on Furniture Industry on Reciprocal Tariffs and its Wider Implications on Indian businesses, with a focus on Furniture Sector, 4 April 2025.
- Furniture Committee Meeting, 11 July 2025, Virtual.
- Virtual Interactive Session on Furniture Industry with Govt of Gujarat, 11 July 2025.

HEALTH SERVICES/ SWASTH BHARAT

- FICCI Roundtable on Accelerating TB Elimination, 18 February 2025, New Delhi.
- 19th Edition of FICCI HEAL, 8-9 October, 2025, New Delhi.
- 17th Edition of FICCI Healthcare Excellence Awards, 8 October 2025, New Delhi.

HIGHER EDUCATION

- 2nd FICCI Leadership Development Program 2025, 13-15 February 2025, Maharashtra.
- 3rd FICCI Leadership Development Program 2025, 20-22 February 2025, Karnataka.
- FICCI Higher Education Mission 2025, 27 April-2 May 2025, Oman, Qatar, and UAE.
- FICCI Higher Education Mission 2025, 18-22 August 2025, Indonesia & Vietnam.
- 20th FICCI Higher Education Summit 2025, 6-7 October 2025, New Delhi.

INTELLECTUAL PROPERTY RIGHTS

- IPR Challenges and Developments in the AI Era, 6 December 2024, Virtual.
- Essentials of Semiconductor Integrated Circuits Layout-Design, 20 December 2024, Virtual.
- IPR and Patents: Protecting Human Intellect, 13 January 2025, Virtual.
- DPDP Act and the Draft Rules Implication on IPR, 24 January 2025, Virtual.
- SEPs and FRAND LICENSING, 30 January 2025, Virtual.
- IP Disputes and Its Implications on Business, 7 February 2025, Virtual.
- Webinar Series on Fashion & IP, Fashion & IP: Create & Protect-Part I, 14 February 2025, Virtual; Fashion & IP: Create & Protect- Part II, 21 February 2025.
- Overview of GI Protection Scheme in India, 28 February 2025, Virtual.
- General Principles and Laws Related to Intellectual Property Right and Competition Law, 12 March 2025, Virtual.

- Patent Examiner Technical Training Program with O/o CGPDTM, 22 March 2025, Nagpur & Hyderabad.
- FICCI-WIPO MoU Signing, 3 April 2025, New Delhi.
- Webinar Series on IP Licensing, IP Licensing and Competition Law, 24 March 2025l; IP Licensing and Mergers and Acquisitions, 8 April 2025.
- World IP Day: IP and Music: Feel the Beat of IP, 29 April 2025, New Delhi.
- Startup Conclave Mumbai 2025, 20 & 21 May 2025, Mumbai.
- Webinar Series on IP Licensing, Patent Claims- The 5 W'S, 15 April 2025, Virtual; Types of Patent Searches and their Nuances, 16 May 2025.
- Sufficient Description in a Patent Application and its implications, 23 May 2025, Virtual.
- IP & Beyond: Viksit Bharat 2047, 6 June 2025, Virtual.
- International IP Enforcement Summit, 12 & 13 June 2025, Athens, Greece.
- India's Design Law at 25: Aesthetic Rights, Emerging Challenges and the Road Ahead, 13 June 2025, Virtual.
- WIPO-FICCI-ICA Online Event on "Mediation and Arbitration for Standard Essential Patents (SEP)/FRAND Disputes", 2 July 2025, Virtual.
- Licensing of IP and Technology and Challenges There Around, 11 July 2025, Virtual.
- Meeting with Ministry of Development of North-Eastern Region (DoNER) on IPR Awareness, 25 July 2025, Virtual.
- Trade Secrets in Practice: Navigating Real-World Issues, 29 July 2025, Virtual.
- Meeting with MSME Development and Facilitation Office (MSME-DFO) for Establishing FICCI as IP Facilitation Centre Delhi, 6 August 2025, New Delhi.
- Intellectual Property Management, 11 August 2025, Virtual.
- Conference on "Standard Essential Patents (SEPs): Creating an Innovation Ecosystem for Viksit Bharat@2047", 23 August 2025, New Delhi.
- FICCI-UPES Startup State Level Workshop on 'Fostering Innovation and Growth in MSMEs and Startups through IPR'- 3 September 2025, Dehradun.
- Critical Aspects & Key Challenges Involved in Tech Transfer Negotiations, 12 September 2025, Virtual.
- FICCI-EUIPO Conference on "Beyond Borders: An IP Masterclass for Indian Innovators Eyeing European Markets", 23 September 2025, Bangalore.
- Intersection of Competition Law and Intellectual Property, 25 September 2025, Virtual.

- Stakeholder Consultations with DPIIT,
  - On the need of a sui generis Trade Secrets Protection in India, 26 June & 15 September 2025, New Delhi;
  - On India's Position on the Basic Proposal of the WIPO Design Law Treaty (DLT), 1 August 2025, New Delhi;
  - Workshop on "IP and Free Trade Agreements: Demystifying the IPR Chapter in the India–UK CETA", 15 September 2025, New Delhi;
  - On Copyright Act Amendment, 25 September 2025;
  - On Copyright & Design Overlap, 26 September 2025, New Delhi.

INNOVATION

- FICCI-IITG TIC Northeast Innovation Catalyst Program (NEICP) 2025, 15 July 2025, Guwahati.
- FICCI Bharat R&D Summit 2025, 25-26 September 2025, New Delhi.
- DST-FICCI Workshop on National S&T Survey 2024-25, 7 October 2025, Bangalore.
- DST-FICCI Workshop on National S&T Survey 2024-25, 15 October 2025, Hyderabad.

IT/ COMMUNICATIONS/DIGITAL ECONOMY/ FICCI INDIAN LANGUAGE INTERNET ALLIANCE

- CIO Roundtable on Transforming Organization Competitiveness with Global Capability Centers, 2 December 2024, New Delhi.
- Meeting with Shri KK Singh, Joint Secretary, Ministry of Electronics and IT, 4 December 2024.
- Meeting with officials from Chhattisgarh State Industrial Development Corporation Ltd., 6 December 2024.
- Meeting with Japan and Republic of Korea Ambassadors, 12 December, 2024.
- Meeting with Shri S. Krishnan, Secretary, Ministry of Electronics and Information Technology, 20 January 2025.
- Technology Committee Members Meeting, 13 February, 2025.
- Telecom Taskforce Members Meeting, 14 February, 2025.
- Meeting with Mr Hakon Haugli, CEO of Innovation Norway, 17 February, 2025.
- Meeting Shri Abhishek Singh, Additional Secretary, Ministry of Electronics and IT, Government of India, 18 February, 2025.
- Webinar on "Navigating Compliance: Understanding the Digital Personal Data Protection Act and Draft Rules", 18 February, 2025, New Delhi.
- Technology Committee Members Meeting, 11 March 2025, New Delhi.
- Meeting with H.E. Enrique Manalo, Ambassador, Republic of the Philippines, 5 March 2025.

- Mobile Manufacturing Members Committee Meeting, 8 April 2025, New Delhi.
- FICCI Business Mission to Hannover Messe, April 2025, Germany.
- Multilingual Internet and Universal Acceptance Members Committee Meeting, 12 May 2025, New Delhi.
- Meeting with Ms Savita Utreja, Scientist G, and Group Coordinator, Ministry of Electronics and Information Technology, 10 May 2025, New Delhi.
- Interactive session with H.E. Dato' Muzafar Shah Mustafa, High Commissioner of Malaysia, 8 May 2025, New Delhi.
- FICCI Capacity Building Masterclass Digital Personal Data Protection Act and Rules, 21 May 2025, Pune.
- Technology Committee Members Meeting, 11 June 2025, New Delhi.
- Telecom Taskforce Members Meeting, 12 June 2025, New Delhi.
- Mobile Manufacturing Members Committee Meeting, 15 June 2025, New Delhi.
- Members' Interaction on Italy-India Growth Business Forum, 25 June 2025, New Delhi.
- FICCI Capacity Building Masterclass Digital Personal Data Protection Act and Rules, 10 July 2025, New Delhi.
- 6th Edition Bhashantara, 25 July 2025, New Delhi.
- Mobile Manufacturing Members Committee Meeting, 18 July 2025, New Delhi.
- Member Delegation to Dixon Factory Visit, 5 August 2025, New Delhi.
- Meeting with Shri Abhishek Singh, Additional Secretary, Ministry of Electronics and IT, Government of India, 18 August 2025, New Delhi.
- Mobile Manufacturing Members Committee Meeting, 24 September 2025, New Delhi.
- 3rd Edition of FICCI Industry 4.0 Excellence Awards and Conclave, 29 September 2025, New Delhi.
- Telecom Taskforce Members Meeting, 9 October 2025, New Delhi.
- 5th Edition CyberComm, 9 October 2025, New Delhi.
- Samvad 2025, 30 October 2025, New Delhi.
- 6th Edition AI India Conclave, 14 November 2025, New Delhi.

LOGISTICS

- 2nd Edition of GatiShakti Summit 2025 - Accelerating India's Logistics Vision for Viksit Bharat, 24 March 2025, New Delhi.
- Container Rail Symposium 2025 - Progress, Vision and the Road Ahead, 11 April 2025, New Delhi.
- FICCI Certification Course on Supply Chain Management, 23-25 June 2025, New Delhi.
- FICCI Professional Certification in Supply Chain Excellence, 22-25 September 2025, Bengaluru.

MANUFACTURING

Manufacturing Committee

- FICCI & IIM Ahmedabad Manufacturing Leadership Training Programme, 14-15 February 2025.
- FICCI Quarterly Survey of Indian Manufacturing Sector.
- FICCI-Dhruva Advisors Webinar-Electronic Component Manufacturing Scheme, 29 April 2025, Virtual.
- FICCI-EY Webinar on Impact of U.S. Reciprocal Tariffs on the Auto Sector, 6 May 2025.
- FICCI's 2nd India Manufacturing Leadership Forum, 2-3 September 2025, New Delhi.

FICCI Task Force on Manufacturing Excellence

- FICCI Go & See Visit to Plant Visit to Daikin Airconditioning India Private Limited, 5 December 2024, Sri City, Andhra Pradesh.
- FICCI Go & See Visit to Honda Motorcycle & Scooter India Pvt Ltd., 24 February 2025, Manesar, Haryana.
- 2nd FICCI Conference on Role of AI for Excellence in Maintenance Systems, 28 February 2025, New Delhi.
- FICCI Go & See Visit to ADDVERB Technologies,16 April 2025, Greater Noida, Uttar Pradesh.
- Launch of 11th FICCI Awards for Excellence in Quality Systems, May 2025, New Delhi.
- FICCI Go & See Visit to Nestle India, 2 July 2025, Samalkha, Haryana.
- FICCI Go and See Visit to Wipro Hydraulics Jaipur Plant, 9 October 2025.

FICCI Task Force on Fragrance

- Webinar with Dr B. Balaji, Secretary, National Biodiversity Authority to share insights on Impact of the New Biological Diversity Act, 2023 & Biodiversity Rule 2024, 5 August 2025.
- 4th FICCI Fragrance Business Summit, 20 August 2025, Mumbai.

Ease of Doing Business

- FICCI- EY Survey on Ease of Doing Business, May 2025.
- FICCI Session on EODB -Next Generation Reforms, 2 September 2025.

MEDIA AND ENTERTAINMENT

- Viksit Bharat 2047: Unlocking Investment Potential in India's Online Gaming Industry and AVGC-XR:-25, February 2025, New Delhi
- Media & Entertainment Business Conclave – South Connect, 21-22 January 2025, Chennai, Tamil Nadu.
- Launch of FICCI -EY Media & Entertainment Report & FICCI BAF Awards, 27 March 2025, Mumbai.
- WAVES Bazaar & FRAMESX Sessions- 1-4 May 2025, Mumbai.

- Cannes Film Festival, 13 – 24 May 2025, Cannes, France.
- The exclusive roundtable dinner hosted by Meta and FICCI with Alex Schultz, Chief Marketing Officer and VP of Analytics at Meta- 20 August, 2025, Mumbai.
- International Film Festival of Melbourne, 14-24 August, Melbourne.
- Toronto International Film Festival (TIFF), 4-14 September 2026, Toronto, Canada.
- Busan International Film Festival, 16-17 September, Busan, Korea.
- FICCI FRAMES 2025, 7-8 October 2025, Mumbai.

MEDICAL VALUE TRAVEL

- FICCI Medical Value Travel Conference & Awards, 25 April 2025, New Delhi.

MEMBERSHIP

- Virtual Interaction of Select Corporate Members with Mr Anant Goenka, Senior Vice President, FICCI & Vice Chairman of the RPG Group, 24 March 2025, New Delhi.
- Virtual Interaction of Select Associate Members with Mr Anant Goenka, Senior Vice President, FICCI & Vice Chairman of the RPG Group, 29 May 2025, New Delhi.
- FICCI Foundation Day, 7 April 2025, Mumbai.
- 'Har Ghar Tiranga (HGT) Abhiyan 2025', 13 August 2025, New Delhi.
- FICCI Leadership Retreat 2025, 19-21 September 2025, Chandigarh.
- 'Swachhata Hi Seva' (SHS) 2025, 30 September 2025, New Delhi.

MINING/ METALS/ CEMENT/ RENEWABLE ENERGY AND POWER

Mines and Metals

- Critical Minerals Matrix: Promoting Exploration, Production, Processing, Supply Chains and International Collaborations, 21 February 2025, New Delhi.
- 6th Edition of INDIA STEEL, 24-26 April 2025, Mumbai.
- DPIIT–FICCI Roundtable on Downstream Steel, 26 June 2025, New Delhi.
- DPIIT–FICCI Roundtable on Critical Minerals with focus on Titanium Dioxide, 26 June 2025, New Delhi.
- Webinar on Navigating CBAM: The Way Forward, 29 July 2025.
- Conference on Automation, Digitalization & Technology Integration in Mining & Metals: Driving the Next Era of Growth, 28 August 2025, New Delhi.

Energy

- 1st Edition of FICCI Energy Storage Conference, 28 November 2024, New Delhi.
- Closed-Door Interactive Session on Green Hydrogen: Indo-German, 10 December 2024, New Delhi.

- 3rd Edition of India Energy Transition Summit, 29-30 January 2025, New Delhi.
- Canada-India Business Session on Clean Energy Technologies, 19 February 2025, New Delhi.
- Session on Renewable Energy at Advantage Assam 2.0 Summit, 25-26 February 2025, Guwahati.
- Session on Oil & Gas at Advantage Assam 2.0 Summit, 25-26 February 2025, Guwahati.
- Seminar on Renewable Energy Transition for C&I Consumers in Southern Region, 13 August 2025, Bangalore.
- FICCI Green Hydrogen Summit, 19 August 2025, New Delhi.
- Roadshow on Coal Gasification-Surface and Underground Technologies, 12 September 2025, Mumbai.
- Webinar on Virtual Power Purchase Agreements (VPPAs), 17 September 2025.

PHARMA AND MEDICAL DEVICE DIVISION

Pharma

- Rare Diseases Conference, 20 August 2025, New Delhi.
- FICCI Roundtable on Building a Resilient Cancer Care Ecosystem, 13 November 2025, Chennai.

Medical Device

- National Stroke Summit 2025, 22 January 2025, New Delhi.
- Roundtable on "Navigating Reimbursement for Robotic Surgery in India: Challenges, Insights & Strategic Guidance for Industry, 3 July 2025, New Delhi.
- Roundtable on "Vision for India's Medical Devices Sector", 1 August 2025, New Delhi.
- 2nd Edition of India MedTech Expo, 4-6 September 2025, New Delhi. (in collaboration with Department of Pharmaceuticals and EPCMD).

PRIVATE SECURITY INDUSTRY

- FICCI CSO Conclave 2025, 7 February 2025, New Delhi.
- OSHEP 2025 Conference on Occupational Health, Safety & Emergency Preparedness, 18 July 2025, New Delhi.
- Workshop on Forensics of Fraud Investigation, 12 August 2025, New Delhi.

PUBLISHING

- PubliCon 2025 and FICCI Publishing Awards, 5 August 2025, New Delhi.

RESOURCE CONSERVATION AND MANAGEMENT

- Project Management Consultancy services in 14 states for Bureau of Energy Efficiency (BEE) scheme of Perform Achieve and Trade (PAT).
- Consultancy project on feasibility of replacement of in-efficient transformers in Electricity Distribution companies funded by Bureau of Energy Efficiency (BEE).

- Conducted more than 50 water audits for industries to meet CGWA Compliance & to reduce their Groundwater consumption through detailed audit for Pulp & Paper, Cement, Pharma, Port, Iron & Steel, Beverages, Dairy, Textile, Food Processing Sectors etc.
- Conducted Zero Waste to Landfill Study for 3 Tata Plants – TPDDL Delhi, TPSL , Tamilnadu & TP-PPGCL, UP.
- Conducted Energy Audit of Sonadih Cement Plant, Chhattisgarh.
- Technical Consultancy services for Bureau of Energy Efficiency (BEE) National Energy Conservation Award, 2024 & National Energy Efficiency Innovation Award, 14 December 2024, New Delhi.
- Conducted Measurement & Verification (M&V) Energy Audits for 7 number of Cement & Paper Sectors.
- Conducted Renewable Consumption Obligation (RCO) Compliance Audit for 21 plant from sectors like Cement, Steel, Fertilizer, Textile, Petrochemical, Paper Industries etc.
- Workshop on Adoption & Implementation of Energy Efficient Technologies in Industries, 22 November 2024, Ludhiana, Punjab, 24 January 2025, Bangalore, Karnataka.
- Training Program on Low Carbon Building Transition under Global Green Growth Institute (GGGI)
  - 21 January 2025, New Delhi.
  - 24 February 22025, New Delhi.
  - 14 March 2025, Kochi, Kerala.
  - 23-24 April 2024, Saurashtra Cement Limited, Ranavav, Gujarat.
  - 6 May 2025, Kanjikode Industrial Forum, Kanjikode, Kerala.
  - 17 May 2025, MECON Ltd., New Delhi.
  - 20-21 May 2025, Vedanta Ltd., Jharsuguda, Odisha.
  - 28-29 May 2025, Shree Cement Ltd., Gurugram, Haryana.
  - 30-31 May 2025, NAVA Ltd., Khargprasad, Bhubaneshwar, Odisha.
  - 5 June 2025, India Cement, Vishnupuram, Telangana.
  - 16-17 June 2025, Tata Steel, Jamshedpur, Jharkhand.
  - 18-19 June 2025, JSW Steels, Bellary, Karnataka.
  - 18-19 June 2025, MECON Ltd., Ranchi , Jharkhand.
  - 17 September 2025, Kozhikode, Kerala.
  - 24-25 September 2025, Jindal Stainless Ltd., Jajpur, Odisha.
  - 25-26 September 2025, Heidelberg Cement (I) Ltd., Damoh, Madhya Pradesh.
- Capacity Building Workshop on BEE Distribution Transformer Study for HESCOM, Karnataka officials, 30 August 2025, Huballi, Karnataka.
- Investment Bazaar for Energy Efficiency Workshop, 18 September 2025, Kannur, Kerala.

RETAIL/ FMCG/ E-COMMERCE

- Massmerize 2025 (An annual conference on Retail, FMCG & E-commerce), 20 August 2025, New Delhi.
- FICCI E-Commerce Virtual Roundtable on BIS Draft Standards for Self-Governance in E-Commerce, 18 February 2025.

SKILL DEVELOPMENT

- FICCI's North India Skill Connect Summit, 6 December 2024, Lucknow.
- FICCI's West India Skill Connect Summit, 12 February 2025, Mumbai.
- FICCI's East India Skill Connect Summit, 25 March 2025, Odisha.
- FICCI- Austrade Roundtable with Institutions, 2 April 2025, New Delhi.
- FICCI- GIZ Roundtable Discussion with Industries, 30 April 2025, New Delhi.
- World Youth Skills Day, 15 July 2025, New Delhi.
- 16th FICCI Global Skills Summit 2025, 7 & 8 August 2025, New Delhi.

SPACE & GEOSPATIAL TECHNOLOGIES

- FICCI Bharat Space Conclave 2025, 12 March 2025, New Delhi.
- Indian Space Mission to World Space Business Week, 15 -19 September 2025, Paris, France.

SPORTS

- TURF 2024 – 14th Global Sports Summit, 30 November 2024, New Delhi.
- International Golf Summit & Invitational Golf Tournament, 21-22 March 2025, New Delhi.
- India – Manchester Sports Business Forum, 25 July 2025, Manchester, United Kingdom.
- Uttar Pradesh Sports Summit, 1 September 2025, Lucknow.

STARTUPS

- FICCI Seminars at - Kerala Huddle Global 2024, 28-30 November 2024, Kerala.
- Roundtable Discussion on 'Trends in Startup Funding in India', 14 January 2025, New Delhi.
- Celebrating the Spirit of Innovation & Collaboration–An evening of Innovation & Startups, 6 March 2025, New Delhi.
- Curtain Raiser - Startup Mahakumbh, 16 January 2025, New Delhi.
- Startup Mahakumbh 2025, 3-5 April 2025, New Delhi.
- Workshop on Compliance and Governance for Startups, 29 July 2025, New Delhi.
- FICCI Startup Mission to GITEX 2025 (Expand NorthStar), 12-15 October 2025, Dubai.

TAXATION

- Masterclass on GST, 16, 17 and 20 January 2025, Virtual.
- Conference on Union Budget 2025-26, 3 February, 2025, New Delhi.
- Masterclass on GST, 16, 17, 18 June 2025, Virtual.
- E-Masterclass on Artificial Intelligence in Tax, Digital Economy, BEPS 2.0 & Green Incentives, 21, 23, 25 July 2025, Virtual.
- Interactive Session on Implications of 56th GST Council Meeting, 9 September 2025, Virtual.

TRANSPORT INFRASTRUCTURE

- Maritime India Conference & Expo 2025, 22-24 January 2025, Mumbai.
- Advantage Assam: Assam's Road, Railway & Riverine Infrastructure, 25-26 February 2025, Guwahati.
- Dredging India Conclave 2025: Strengthening India's Maritime Infrastructure & Resilience, 16 May 2025, New Delhi.
- 6th Edition of Smart Railway Conclave, 10 July 2025, New Delhi.
- 7th Edition of FICCI Road Safety Awards & Symposium, 4 September 2025, New Delhi.
- FICCI Shipbuilding Business Delegation to Russia, 22-26 September 2025, Russia.
- 3rd Edition of Tunnels & Bridges Conference, 13 October 2025, New Delhi.

TOURISM

- Tourism Session - Pravasi Bhartiya Diwas , 8 January 2025, Bhubaneswar.
- Tourism Capacity Building Workshop - Rajasthan, 13 January 2025, Jaipur.
- Tourism Session coordination at Utkarsh Odisha, 28-29 January, 2025,Bhubaneswar.
- Odisha Roadshow, 4 February 2025 , Hyderabad.
- Surajkund Mela 2025- Odisha's Participation as Theme State, 7 February 2025, Surajkund.
- Virasat, 10 February 2025, New Delhi.
- 6th Odisha Travel Bazaar, 25-27 February2025, Bhubaneswar.
- 1st Tourism Committee Meeting, 10 March 2025, New Delhi.
- 14th Great Indian Travel Bazaar, 4-6 May 2025, Jaipur.
- Meet In India Conclave, 4-6 May 2025, Jaipur.
- Madhya Pradesh Tourism Roadshow, 25 June 2025 , Lucknow.
- Madhya Pradesh Tourism Roadshow, 27 June 2025, Varanasi.
- Jammu & Kashmir Tourism Conclave, 27-28 June 2025, Srinagar.

- Beyond Tomorrow (Creative Economy), 28 June 2025, Kohzikode.
- MP Regional Tourism Conclave, 26-27 July 2025, Rewa.
- Madhya Pradesh Regional Tourism Conclave, 29-30 August 2025, Gwalior.
- FICCI 2nd Tourism Committee Meeting, 17 September 2025, New Delhi.
- Madhya Pradesh Travel Mart, 11-13 October 2025, Bhopal.
- International Tourism Mart (ITM), 13 – 16 November 2025, Pelling, Sikkim.
- Odisha Parab, 14 – 17 November 2025, Bengaluru
- Creative Economy Policy Training Program, October-December 2025.
- Creative Convergence, 6-7 November , Bengaluru.
- Culture Continuum, 22 November 2025, Mumbai.

TRADE FAIRS

- NPOP 2025, 9 January 2025, New Delhi.
- Maritime India Conference & Expo 2025, 22-24 January 2025, Mumbai.
- India Steel 2025, 24-26 April 2025, Mumbai.
- World Environment Day 2025, 5 June 2025, New Delhi.
- World Food India 2025, 25-28 September 2025, New Delhi.

URBAN DEVELOPMENT & REAL ESTATE

- 18th Edition of Real Estate Summit, 11 February 2025, New Delhi.
- Business Mission to Smart City Summit & Expo, Taiwan, 18-21 March 2025.
- Urban Challenge Summit & Urban Innovation Awards, 24 July 2025, New Delhi.
- Interactive Session with Dr. Ajay Bhushan Pandey, Vice President (Investment Solutions), AIIB, 29 July 2025 (Jointly organized with FICCI Corporate Affairs Department).

WATER

- 10th India Industry Water Conclave and 12th edition of FICCI Water Awards 2024, 24 February 2025, New Delhi.

WOMEN EMPOWERMENT

- Launch of Call for Applications: 2nd Women Empowerment Awards.
- 2nd Women in the Workforce Summit, 3 November 2025, New Delhi.

WTO/ FOREIGN TRADE/ FTA

- Workshop on 'Updates on RoDTEP and Foreign Trade Policy', 28 January 2025, Virtual.
- First Meeting of FICCI Foreign Trade and Trade Facilitation Committee, 7 March 2025, Virtual.

- Webinar on Authorized Economic Operator (AEO) Certification and Implications of US Tariff Changes on Indian Businesses, 26 March 2025.
- Second Meeting of FICCI Foreign Trade and Trade Facilitation Committee, 7 April 2025, Virtual.
- Webinar on 'Reciprocity in Trade: Decoding the US Tariff Playbook', 11 April 2025.
- Seminar on EU Sanctions, 17 June 2025, New Delhi (Jointly with Europe Desk).
- E-Masterclass on India-EFTA TEPA and India-United Kingdom FTA, 26-27 June 2025, Virtual.
- Third Meeting of FICCI Foreign Trade and Trade Facilitation Committee, 8 August 2025, Virtual.
- National Conference on Trade Remedies-Emerging Global Trade Dynamics and The Role of Trade Remedies: Making India a Global Manufacturing Hub, 2 September 2025, New Delhi.

INTERNATIONAL AFFAIRS

AFRICA

- India-South Africa Business Conference, 2 December 2024, New Delhi.
- Interactive Session with Shri B. C. Pradhan, High Commissioner - Designate to Sierra Leone, 17 December 2024, New Delhi.
- Interactive Session with the diplomats from Rwanda, South Sudan, and Libya, 19 December 2024, New Delhi.
- Industry Interactive Session with H.E. Mr Fesseha Shawel Gebre, Ambassador of Ethiopia to India, 5 March 2025, New Delhi.
- FICCI Business Mission to Zimbabwe and Botswana, 21- 25 April 2025, Harare and Gaborone.
- Gateway to Sahel: Industry Interaction with Ambassadors of Burkina Faso and Mali, 8 July 2025, New Delhi.
- FICCI Business Mission to Mauritius and Madagascar, 27 July-2 August 2025, Port Louis and Antananarivo.
- Interactive Session with diplomats from Eritrea, Libya, South Sudan and Somalia, 12 August 2025, New Delhi.
- Interactive Session with Mr Sandeep Sood, Ambassador-Designate of India to the Republic of Guinea, 14 August 2025, New Delhi.
- First meeting of FICCI Africa Council Meeting 2025-26, 27 August 2025, New Delhi.
- India-Mauritius Business Conclave, 10 September 2025, Mumbai.

CIS & RUSSIA

- India Central Asia Business Council, 5 June 2025, New Delhi.
- India Russia Business Forum , 20 August 2025, Moscow.
- FICCI Business Delegation to Russia, 18-21 August 25,Moscow.
- FICCI interaction with Russian Foreign Trade Academy delegation, 22 September 2025 , New Delhi.

EAST ASIA

- 48th India Japan Business Cooperation Committee Meeting, 6 March 2025, New Delhi.
- Interaction of Mr Manharsingh L. Yadav, DG, ITA with the Indian Industry, 15 April 2025, Virtual.
- Interactive Seminar on “Gateway to Asia: Doing Business in Hong Kong & Beyond”, 24 April 2025, New Delhi.
- Interaction on India–Republic of Korea Economic Collaboration with Mr Nishi Kant Singh, Deputy Chief of Mission, Embassy of India in Republic of Korea, 17 June 2025, Virtual.
- FICCI Business Mission to Japan coinciding with World Expo 2025, 22-25 July 2025, Tokyo and Osaka, Japan.

EUROPE

- FICCI-MEDEF-SICCI Roundtable on Decarbonization of the Transport & Logistics Sector, 28 November 2024, Chennai.
- German-India Green Hydrogen Seminar, 10 December 2024, New Delhi.
- Interaction of Hon'ble Minister of Commerce & Industry, Shri Piyush Goyal, on "On development of battery charging and swapping infrastructure across the country and other related issues" with Indian Industry, 3 January 2025, New Delhi.
- India-Slovak Business Round Table & B2B Meetings, 19 February 2025, New Delhi.
- Interactive Session with the Business Delegation from Turkey, led by Ms Hülya Gedik, Chairperson, DEİK, Mumbai, 23-28 February, 2025, Mumbai.
- HCIM dinner reception in honour of Mr Maros Sefcovic, European Commissioner for Trade and Economic Security, Interinstitutional Relations and Transparency, 1 March, 2025, Mumbai.
- FICCI Business Delegation to Scotland, UK, 3-7 March 2025, Edinburgh.
- Slovak Technology and Innovation Day, 18 March 2025, New Delhi.
- MoU with PIBHUB, 24 March 2025, New Delhi.
- Italy-India Business Science and Technology Forum, 11 April 2025, New Delhi.
- High-Level Business Mission to Slovakia coinciding with the visit of Smt. Droupadi Murmu, Hon’ble President of India, 9-11 April 2025, Bratislava, Slovakia.
- Meeting with Business Delegation from Turkiye and FICCI - MÜSİAD, MoU signing, 16 April 2025, New Delhi.
- FRM B2B Meetings – Round 1, 12-31 April 2025.
- Indian Business Delegation to Paris, Italy, Sweden, and Switzerland, coinciding with the visit of HCIM, 3-13 June 2025.
- FICCI Business Delegation to London coinciding with the London Tech Week, 9-13 June 2025, London.

- Seminar on EU Sanctions, 17 June 2025, New Delhi.
- Seminar on EU Sanctions, 19 June 2025, Mumbai.
- Meeting with the Space Delegation from Hungary ahead of the Axiom-4 Mission Launch, 24 June 2025, New Delhi.
- Interactive Session with Mr Peteris Ustubs, Director, Asia-Pacific, Directorate General for International Partnerships (INTPA), The European Commission on Operationalising the IMEC Corridor, 1 July 2025.
- FICCI – FSI Meeting with Senior Indian Diplomats, 25 August 2025, New Delhi.
- Series of India- Romania (sector-focused) Virtual Roundtables on Agri-Food Sector, Hospital Equipment and Drones, 29 August-12 September 2025.
- HCIM Meeting with German Foreign Minister Dr Johann David Wadephul, 3 September 2025, New Delhi.
- Interactive Session with German Delegation at IGCC, 3rd September 2025, New Delhi.
- FICCI Dairy Business Delegation to the United Kingdom, 7-13 September 2025, London.
- FRM B2B Meetings (Virtual), 8 & 25 September 2025, New Delhi.
- 4th Edition of FICCI LEADS 2025, 10-11 September, New Delhi.
- Industry partner to FEBI for the Exclusive Interaction with H.E. Maroš Šefčovič, European Commissioner for Trade and Economic Security; Interinstitutional Relations and Transparency, EU Commission, and Shri Piyush Goyal, Hon'ble Minister for Commerce and Industry, Government of India, 12 September 2025.
- Exclusive Interaction with Amb Vani Rao, Indian Ambassador to Italy, 16 September 2025.
- Industry partner to Italian Embassy for the Networking Session with the Italian Electrotechnical Committee Delegation, 16 September 2025, New Delhi.
- India – Sweden Session on 'Emerging Trends in the Indian Business Ecosystem' during Focus Asia SME Study Trip of Swedish companies to India, 16 September 2025, New Delhi.
- Interactive Session with Mayor of Valladolid, Spain and President, Casa de la India Foundation, Mr Jesus Julio Carnero Garcia, 19 September 2025, New Delhi.
- Business Mission to Estonia on the occasion of the India Market Access Day, 22-26 September 2025, Estonia.
- India EFTA Prosperity Summit, 1 October 2025.
- Business engagements coinciding with the VVIP visit from the UK, 8 October 2025.

ASEAN

- Interactive Session with H.E. Mr Enrique Manalo, Secretary for Foreign Affairs of the Philippines, 17 March 2025, New Delhi.
- Meeting of FICCI Leadership with H.E. Liew Chin Tong, Deputy Minister of Investment, Trade and Industry of Malaysia, 18 March 2025, New Delhi.

- Exclusive Virtual Interaction on India-Vietnam Economic Collaboration with Mr Sandeep Arya, Ambassador of India to Vietnam, 19 March 2025, New Delhi.
- Business Matching during Top Thai Brands 2025, 4-6 April 2025, New Delhi.
- Exclusive Virtual Interaction on India–Singapore Economic Collaboration with Dr Shilpak Ambule, Indian High Commissioner to Singapore, 26 June 2025, New Delhi.
- Philippines-India CEOs Roundtable with H.E. Ferdinand Marcos Jr., President of the Philippines, 6 August 2025, New Delhi.
- Philippines-India Business Forum, 7 August 2025, Bengaluru.
- 3rd India-Singapore Business Roundtable (ISBR), 3 August 2025, New Delhi.
- FICCI–AIBC CEOs Business Mission to Malaysia coinciding with visit of Meeting with Mr Jitin Prasada, Hon'ble Union Minister of State for Ministry of Commerce & Industry & MEITY to Kuala Lumpur, Malaysia, 24–26 September 2025, Malaysia.
- Indian CEOs Delegation to Singapore, accompanying Hon'ble Minister of Commerce & Industry, Mr Piyush Goyal, 3-4 October 2025, Singapore.

ISRAEL

- FICCI's Exclusive CEOs Interaction with Israel's Minister of Economy and Industry, 2 December 2024, New Delhi.
- India-Israel CEOs Forum, 11 February 2025, New Delhi.

LATIN AMERICA AND CARIBBEAN

- Exclusive Roundtable Luncheon Discussion with the Hon'ble Governor of Aguascalientes, Mexico, 20 January 2025, New Delhi.
- Industry Interaction with H.E. Mrs. Coromoto Godoy Calderon, Hon'ble Minister of Foreign Trade of Venezuela, 11 February 2025, New Delhi.
- Industry interaction with Shri Ajaneesh Kumar, Ambassador-Designate of India to Argentina, 2 May 2025, New Delhi.
- Industry interaction with Mr. Dinesh Bhatia, Indian Ambassador Designate to Brazil, 15 May 2025, New Delhi.
- FICCI Business Delegation to Brazil during BRICS, 2 July – 6 July 2025, Rio De Janeiro, Brazil.
- Industry Interaction with Ms Fernanda Curdi, Secretary (Minister Level) of Economic Development, Industry, Trade & Services, Government of Rio de Janeiro, 8 August 2025, New Delhi.
- High Level Business Delegation led by Mr Francisco Cervantes, President, CCE during LEADS 2025, 10-11 September 2025, New Delhi.

MARKET ACCESS INITIATIVE

- Namaskar South Asia Healthcare Expo, Nepal, 20-22 December 2024, Kathmandu, Nepal.
- India Pavilion at Cairo Fashion & Tex 13-15 February 2025, Cairo, Egypt.
- India Pavilion at Pharmtech & Ingredient Expo, 25-28 November 2025, Moscow, Russia.

MIDDLE EAST & NORTH AFRICA

- 11th India-Oman Joint Business Council Meeting, 28 January 2025, Muscat, Oman.
- Bilateral meeting with Saudi industry Minister, 3-6 February 2025, New Delhi.
- Bilateral meeting with Saudi industry Minister, 5-6 February 2025, Mumbai.
- India-Qatar Joint Business Council, 13 February 2025, Virtual.
- Round table Meeting with DP world, 10 February 2025, New Delhi.
- Interactive Session with Casablanca Finance City Authority (CFCA), 4 March 2025, New Delhi.
- India Dubai Business Forum during the visit of Crown Prince of Dubai HH Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum, 8 April 2025, Mumbai.
- Meeting with H.E. Hayet Talbi EP Bilel, Ambassador of the Republic of Tunisia, 16 April 2025 New Delhi.
- Meeting with H.E. Nazar Mirjan Al-Assadi, Charge D'Affaires of Iraq, 2 June 2025, New Delhi.
- Iraq diplomat interaction with industry, 16 June 2025, New Delhi.
- Interaction with Iraqi Diplomates in collaboration with Sushma Swaraj Institute of Foreign Service, 16 June 2025, New Delhi.
- Investopia Global, Hyderabad (visit of H.E. Abdulla bin Touq Al Marri, UAE Minister of Economy & Tourism & Chairman, Investopia), 24 July 2025, Hyderabad.
- Interactive Session with Diplomats from Eritrea, Libya, South Sudan and Somalia, 12 August 2025, New Delhi.
- Exclusive Business Interaction with Senior Indian Foreign Service Officers, 25 August 2025, New Delhi.
- Industry Interaction with GAFI and Ministry of Investment, Egypt, 28 August 2025, Egypt Embassy.
- Roundtable on Investment Opportunities in Oman, 11 September 2025, New Delhi.
- 13th India -UAE High Level Task Force on Investment, 18-19 September 2025, Abu Dhabi.

MULTILATERAL

- Exclusive Industry Interaction with HE Mr Nurlan Yermekbayev, SCO Secretary General, 6 February 2025, New Delhi.
- Annual Meeting of the BRICS Business Council coinciding with the 17th BRICS Summit, 4 July 2025, Rio, Brazil.

NORTH AMERICA

- Interactive Session with Ambassador Sanjay Kumar Verma, Former High Commissioner of India to Canada, 2 December 2024, New Delhi.
- Seminar on 'U.S. Export Control Regulations,16 December 2024, New Delhi.
- Roundtable Meeting with Mr Jorgan K Andrews Charge D'Affaires, Embassy of United States of America, 6 March 2025, New Delhi.
- Roundtable Meeting with Ms Suzanne P Clark, President & CEO, U.S. Chamber of Commerce, 27 March 2025, New Delhi.
- Interactive Session with U.S. House of Representatives Chiefs of Staff Delegation, 26 May 2025, New Delhi.
- AgTech Business Mission to Canada, British Columbia-Vancouver, 14 & 18 July 2025 and Saskatchewan-Saskatoon, 15-17 July 2025, Canada.
- India–US Technology Cooperation for the Future, 1 September 2025, New Delhi.
- Interactive Session with US Congresspersons and Staffer, 25 September 2025, Mumbai.

OCEANIA REGION

- Industry Interaction (Virtual) with Mr Gopal Baglay, High Commissioner of India to Australia, 28 February 2025, New Delhi.
- India-New Zealand Economic Forum, graced by the presence of Hon. Christopher Luxon, Prime Minister of New Zealand and Shri Piyush Goyal, Hon. Commerce and Industry Minister, India, 18 March 2025, New Delhi.
- India-New Zealand CEO's Roundtable during Head of State visit of Hon. Christopher Luxon, Prime Minister of New Zealand, 18 March 2025, New Delhi.
- Canberra Fellowships Program (CFP) Infrastructure sector delegation to Australia in collaboration with Australian High Commission (June 2025), 7 June to 14 June 2025, Fiji and Sydney.
- Industry Interaction with H.E. Philip Green OAM, High Commissioner of Australia to India, 25 July 2025, New Delhi.
- Roundtable with Hon'ble David Crisafulli MP, Premier of Queensland to discuss strengthening sports ties between India and Australia at Australian High Commission, 2 September 2025, New Delhi.

SOUTH ASIA

- India-Sri Lanka Business Forum, 16 December 2024, New Delhi.
- MOU signing of FICCI and NICCI, 27 June 2025, New Delhi.
- Interactive Session with visiting journalists from Bhutan and Nepal, 3 July 2025, New Delhi.

REGIONAL AND STATE COUNCILS

ANDHRA PRADESH STATE COUNCIL

- National Pension System (NPS) for Corporates: “Importance of Retirement Planning - Role of NPS”, 13 December 2024, Visakhapatnam.
- Meeting with the Hamriyah Free Zone Authority, Govt of Sharjah, UAE, 6 -7 March 2025, Vijayawada.
- FICCI Forum of Parliamentarians' Dialogue with States: Japan's Connect with Andhra Pradesh State, 25-26 March 2025, Vijayawada.
- Expanding Business Globally through UAE, 23-24 June 2025, Vijayawada.
- FICCI's National Executive Committee Meeting, 25 June 2025, Vijayawada.
- Awareness Workshop on ESG & Sustainable Growth for MSMEs, 20 September 2025, Visakhapatnam.

PUNJAB, HARYANA AND HIMACHAL PRADESH ADVISORY COUNCIL

- Catalyzing Growth of MSMEs in Punjab through Emerging Financial Institutions Landscape, 19 March 2025, Chandigarh.

GUJARAT STATE COUNCIL

- Prime Minister Internship Scheme – Training of Trainers, 23 December 2024, Ahmedabad.
- Roadshow – Gujarat IT/ITES Policy 2022-2027, 23 December 2024, Chennai.
- Panel Discussion on "NEW CRIMINAL LAWS", 27 December 2024, Ahmedabad.
- Roadshow & Interactions with Senior Government Officials of Eight Northeast Indian States, 17 January 2025, Ahmedabad.
- Roadshow on Advantage Assam 2.0 Summit, 24 January 2025, Ahmedabad.
- Decoding Union Budget 2025-Interactive Session on Post Budget Analysis, 3 February 2025, Ahmedabad.
- Seminar on ESG Sustainability for MSMEs & Sustainable Business Practices, 17 April 2025, Ahmedabad.
- Expand Your Business Globally through UAE , Interactive Session & B2B Meetings, 18–19 April 2025, Ahmedabad.
- Expand Your Business Globally through UAE , B2B Meetings, 22–23 April 2025, Rajkot.
- Interactive session on Ras Al Khaimah Economic Zone (RAKEZ): A Strategic Business Hub in the Middle East, 7 May 2025 , Vadodara.
- Seminar on "Illicit Trade in Focus: State-Level Action Against Counterfeiting & Smuggling", 30 June 2025.

- Interaction Meet with Hon'ble Chief Minister, Government of Gujarat Vibrant Gujarat Regional Conferences, 4 September 2025, New Delhi.
- FICCI's Workshop on Sustainability Readiness for MSMEs: From Awareness to Action, 17 September 2025, Vadodara.
- FICCI's Workshop on Sustainability Readiness for MSMEs: From Awareness to Action, 19 September 2025, Ankleshwar.
- Interactive Session on National Pension System (NPS) for Corporates, 19 September 2025, Surat.

KARNATAKA STATE COUNCI

- FM Radio Phase III Auction Outreach Event (GoI+FICCI + FKCCI), 15 November 2024, Bengaluru.
- SME Connect with IKF, C&I Dept, GoK - Belgaum, 26 November 2024, Belgaum.
- SME Connect with IKF, C&I Dept, GoK - Hubbali, 28 November 2024, Hubbali.
- SME Connect with IKF, C&I Dept, GoK - Mangaluru, 6 December 2024, Mangaluru.
- Utkarsh Odisha: Roadshow at Bengaluru, 11 December 2024, Bengaluru.
- SME Connect with IKF, C&I Dept, GoK - Kalburgi, 17 December 2024, Kalburgi.
- SME Connect with IKF, C&I Dept, GoK - Bengaluru, 20 December 2024, Bengaluru.
- SME Connect with IKF, C&I Dept, GoK - Mysore, 7 January 2025, Mysuru.
- National Conference on Strategic Trade Controls (DGFT, GoI), 16-17 January 2025, Bengaluru.
- THAI WEEK 2025 (EXPO & B2B Meetings), 17-19 January 2025, Bengaluru.
- Advantage Assam 2.0: Road Show in Bengaluru, 22 January 2025, Bengaluru.
- GIM 2025: Roadshow in New Delhi, 22 January 2025, New Delhi.
- FICCI + USILAW: Seminar on US & Global Mobility, 23 January 2025, Bengaluru.
- Workshop on Advancing the Adoption of Energy Efficient Technologies in Industries, 29 January 2025, Bengaluru.
- Union Budget: Industry Interface, 2025, 1 February 2025, Bengaluru.
- Aero India2025, 10-14 February2025, Bengaluru.
- GIM 2025 (SME Session by Chair on February 13, 2025), 11-14 February 2025, Bengaluru.
- PM Internship Scheme (PMIS) Government First Grade College, Kengeri, 14 February 2025, Kengeri.
- PM Internship Scheme (PMIS) RC College, Racecourse Road, Bengaluru, 18 February 2025, Bengaluru.
- INNOVATE UK (Business Delegation) - Urban Systems, 6-7 March 2025, Bengaluru.
- Round Table Industry Associations on Compliance Reduction & Deregulation in Karnataka (Shri. Manoj Joshi, IAS, Secretary, DoLR, GoI), 20 March 2025, Bengaluru.

- Karnataka State Council Meeting–Discussion on Reciprocal Tariffs by the USA, 8 April 2025, Bengaluru.
- Interaction with H E Josel F Ignacio, Ambassador of The Philippines, 23 April 2025, Bengaluru.
- Awareness Program on ESG & Sustainable Business Practices for MSMEs, 20 May 2025, Bengaluru.
- BusinessLine MSME Growth Conclave, 25 June 2025, Bengaluru.
- Visit of the President to The Philippines to India, 7 August 2025, Bengaluru.
- Renewable Energy Transition for C&I Consumers in Southern Region, 13 August 2025, Bengaluru.
- Karnataka GCC Handbook and Report Launch, Dept of IT, GoK, 9 September 2025, Bengaluru.
- FICCI - IDPS - MSRU Program on DPDPA, 17 September 2025, Bengaluru.
- FICCI-EUIPO: Beyond Borders & IP MasterClass for Indian Innovators, 23 September 2025, Bengaluru.
- DST- FICCI Sensitization Workshop on National S&T Survey, 8 October 2025, Bengaluru.
- Expand Your Business Globally through UAE-B2B Meetings with Government of Sharjah, 10-11 October 2025, Bengaluru.
- Expand Your Business Globally through UAE-B2B Meetings with Government of Sharjah, 14-15 October 2025, Mysuru.

KERALA STATE COUNCIL

- Investment Bazaar for Energy Efficiency, 26 November 2024, Thrissur, Kerala.
- Huddle Global Summit from 20-24, Trivandrum, Kerala.
- Interactive Session on National Pension System (NPS), 29 November, 2024, Kochi.
- Kerala Investment Roadshow, 5 December 2024, Mumbai.
- Webinar/ Outreach Programme, 'Invoice Management System', 5 December 2024, New Delhi.
- Kerala Investment Roadshow, 6 December 2024, New Delhi.
- Diplomats Meet for Invest Kerala Global Summit 2025,6 December 2024, New Delhi.
- Kerala Business Quiz League, 16 December 2024, Kochi.
- Awareness Session on Driving MSME Growth in the IT Sector, 22 January 2025, Kochi.
- Webinar/Outreach Program on Recommendations of the 55th GST Council Meeting-An Overview, 23 January 2025, Kochi.
- Workshop on ATA Carnet –28 January 2025, Palakkad.
- Union Budget 2025-26: Critical Analysis and Way Forward for the Indian Economy, 3 February 2025, Kochi.
- UAQ Free Trade Zone (UAQFTZ) and Start Up Middle East, Roadshow, 19 February 2025, Trivandrum.

- UAQ Free Trade Zone (UAQFTZ) and Start Up Middle East, Roadshow, 20 February 2025, Kochi.
- Dinner Meet – Diplomats, 20 February 2025, Kochi.
- Prime Minister's Internship Scheme – Pilot Project, 20 February 2025, Kochi.
- FICCI Interactive Session with Partner Countries (a) Australia, (b) Germany, (c) Vietnam, and (d) Norway, 21 February2025, Kochi.
- FICCI Interactive Session with Partner Countries (a) France (b) Malaysia, 22 February 2025, Kochi as a part of Invest Kerala Global Summit
- Webinar/Outreach program on GST Amnesty Scheme under Section 128A of CGST Act, 2017 - An Overview", 25 February 2025.
- Certification Training Program on Low-Carbon Building Transition, 14 March 2025, Kochi.
- Awareness Program on ESG & Sustainable Business Practices for MSMEs, 21 March 2025, Kochi.
- Workshop on "ATA Carnet", 30 April 2025, Trivandrum, Kerala.
- Certification Training Program on Low-Carbon Building Transition, 6 May 2025, Kanjikode, Kerala.
- Road Show and B2B Meeting for Sharjah Airport International Free Zone (SAIF Zone), 19-20 May 2025, Calicut, Kerala.
- FICCI-CASCADE Seminar on Proactive Approaches to Combat Counterfeiting and Smuggling, 21 May 2025, Trivandrum, Kerala.
- Road Show and B2B Meeting Sharjah Airport International Free Zone (SAIF Zone), 22-23 May 2025, Trivandrum, Kerala.
- Webinar India-Vietnam Seafood Trade: enhancing connectivity, collaboration & co-innovation, 28 May 2025.
- Interactive Session with Mr Dadang Hidayat,Hon. Minister Counselor, (Economic Affairs Indonesia), 17 June 2025, Kochi.
- One-day workshop on the BEE ADEETIE scheme for seafood industries, 26 June 2025, Kochi.
- Powering MSMEs through Technology, Financial Prudence and Sustainable Growth Event, 1 July 2025, Kochi, Kerala.
- Session on Rethinking Business in the age of AI: Building the Next Gen Enterprise, 16 July 2025, Kochi.
- Webinar/Outreach program on Provisions under GST for availment and utilization of Input Tax Credit (ITC), 23 July, 2025.
- A workshop on deregulation of Compliance Burden to enhance Ease of Doing Business, 28 July 2025, Kochi.
- Coimbatore Unlimited 3.0 Roadshow, 7 August 2025, Kochi.

- Road Show and B2B Meetings of the Sharjah Airport International Free Zone (SAIF Zone), 22-23 August 2025, Kochi.
- Kerala Aviation Summit 2025, 23 & 24 August,2025, Kochi.
- Skill Kerala Global Summit 2025, 29 & 30 August 2025, Kochi, Kerala FICCI KESC organized HR Meet and a Session on Capitalizing Opportunities in Maritime & Logistics Sector.
- Asia Low-Carbon Building Transition (ALCBT) Certification Training Program on Low-Carbon Building Transition, 17 September 2025, Calicut, Kerala.
- One day workshop on Investment Bazaar for Energy Efficiency, 18 September 2025, Kerala.
- Webinar for exim community from Kerala to Maldives organized by High Commission of India at Maldives along with FICCI KESC, 22 September 2025.
- World Food India 2025, 24 to 28 November 2025, New Delhi and Kerala as Focus State.

MADHYA PRADESH STATE COUNCIL

- Awareness Workshops under Project RAMP – Ongoing across Madhya Pradesh.
- Awareness Workshop on Sustainability & ESG for MSMEs, 27 March 2025, Indore.
- Workshop on ATA Carnet, 28 May 2025, Bhopal.
- FICCI–PFRDA Interactive Session on National Pension Scheme (NPS), 29 August 2025, Indore.
- GoMP's HCM-led Delegation to Europe, 20 –29 November 2025.

MAHARASHTRA STATE COUNCIL

- DGFT SCOMET Outreach Program for Industry, 22 November 2024, Mumbai.
- Kerala Road Show, 5 December 2024, Mumbai.
- Northeast Road Show, 11 December 2024, Mumbai.
- Seminar on US Sanctions and Export Controls-Pune, 18 December 2024, Pune.
- Seminar on US Sanctions and Export Controls-Mumbai, 19 December 2024, Mumbai.
- Conference on PM Internship Scheme, 20-21 December2024, Mumbai.
- Advantage Assam Road Show, 4-6 January 2025, Mumbai.
- Maritime India Summit, 22-24 January 2025, Mumbai.
- Post Budget 2025 Interactive Session, 3 February 2025, Mumbai.
- Roundtable and B2G meeting with Industry Min of Saudi Arabia, 5-6 February 2025, Mumbai.
- FICCI West India Skill Summit, 12 February 2025, Mumbai.
- Post Budget Interactive Session with Hon Finance Minister, 17 February 2025, Mumbai.
- Urban Systems Delegation, 1-5 March 2025, Lucknow & Bengaluru.
- Reception Event with Mr Maroš Šefčovič, Commissioner EU Comission, 1 March 2025, Mumbai.

- Deregulation meeting with Shri Rajesh Aggarwal, Secretary, DEPwD, 18 March 2025, Virtual.
- B2B Meeting with Thai Trade Delegation, 19 March 2025, Mumbai.
- Policy Roundtable on Maharashtra AVGC Policy, 26 March 2025, Mumbai.
- FICCI FRAMES Odyssey, 27 March 2025, Mumbai.
- Policy Roundtable on Maharashtra M&E Policy, 27 March 2025, Mumbai
- FICCI Foundation Day 2025, 7 April 2025, Mumbai.
- Dubai India Economic Partnership Forum, 8 April 2025, Mumbai.
- Roundtable on Maharashtra M&E Policy, 15 April 2025, Mumbai.
- India Steel 2025, 24-26 April 2025, Mumbai.
- WAVES Summit 2025, 1-4 May 2025, Mumbai.
- Meeting with SEBI Chair, 7 May 2025, Mumbai.
- Meeting with 16th Finance Commission,8 May 2025, Mumbai.
- DGTS - FICCI Webinar on Decoding the US Tariff, 28 May 2025, Mumbai.
- Interaction on TRUST Initiative & U.S.- India Tech Collaboration, 5 June 2025, Mumbai.
- Seminar on EU Sanctions, 19 June 2025, Mumbai.
- FICCI MSME Week 2025, 23-27 June 2025, Mumbai.
- Interactive Session on India-Middle East-Europe Economic Corridor, 1 July 2025, Mumbai.
- Executive Committee Meeting of FICCI Maharashtra State Council, 24 July 2025, Mumbai.
- Meeting with Mexican Consul General and Trade Attache, 4 August 2025, Mumbai.
- Fragrance Summit, 20 August 2025, Mumbai.
- FICCI META Dinner Meet, 20 August 2025, Mumbai.
- FICCI CAPAM 2025, 21 August 2025, Mumbai.
- FICCI National Executive Committee (NEC) Dinner, 24 August 2025, Mumbai.
- FICCI NECM, 25 August 2025, Mumbai.
- FICCI FIBAC 2025, 25-26 August 2025, Mumbai.
- Interactive Session with Shri Rajesh N Naik, Consul General Designate of India to Hong Kong, 1 September 2025, Mumbai.
- India - Mauritius Business Forum, 10 September 2025, Mumbai.
- FICCI TAG 2025, 12 September 2025, Mumbai.
- Interactive Session with US Congressmen and Staffers, 25 September 2025, Mumbai.
- India - UAE CXO Forum, 30 September 2025, Mumbai.

NORTH EAST ADVISORY COUNCIL

- Mumbai Roadshow of Northeast Investors Summit, 16 December 2024, Mumbai.
- Bhutan Roadshow of Advantage Assam 2.0, 17 December 2024, Thimphu, Bhutan.
- Mumbai Roadshow of Advantage Assam 2.0, 6 January 2025, Mumbai.
- Bilateral Chambers Meet of Advantage Assam 2.0, 7 January 2025, New Delhi.
- Ambassadors Meet of Advantage Assam 2.0, 7 January 2025, New Delhi.
- Thailand Roadshow of Advantage Assam 2.0, 9 January 2025, Bangkok, Thailand.
- Malaysia Roadshow of Advantage Assam 2.0, 12 January 2025, Kuala Lumpur, Malaysia.
- UAE Roadshow of Advantage Assam 2.0, 13 January 2025, Dubai, UAE.
- UK Roadshow of Advantage Assam 2.0, 16 January 2025, London, UK.
- Ahmedabad Roadshow of Northeast Investors Summit, 17 January 2025, Ahmedabad.
- South Korea Roadshow of Advantage Assam 2.0, 19 January 2025, Seoul, South Korea.
- Bengaluru Roadshow of Advantage Assam 2.0, 21 January 2025, Bengaluru.
- Japan Roadshow of Advantage Assam 2.0, 22 January 2025, Tokyo, Japan.
- Ahmedabad Roadshow of Advantage Assam 2.0, 23 January 2025, Ahmedabad.
- Japan Roadshow of Advantage Assam 2.0, 24 January 2025, Osaka, Japan.
- Kolkata Roadshow of Advantage Assam 2.0, 28 January 2025, Kolkata.
- Chennai Roadshow of Northeast Investors Summit, 5 February 2025, Chennai.
- Singapore Roadshow of Advantage Assam 2.0, 12 February 2025, Singapore.
- Advantage Assam 2.0 - Investment and Infrastructure Summit 2025, 25-26 February 2025, Guwahati.
- Kolkata Roadshow of Northeast Investors Summit, 7 March 2025, Kolkata.
- Combined Meeting of FICCI Northeast Advisory Council and Assam State Council, 24 March 2025, Guwahati.
- Bilateral Chambers Meet of Rising Northeast Investors Summit, 18 March 2025, New Delhi.
- Ambassadors' Meet of Rising Northeast Investors Summit, 15 April 2025, New Delhi.
- Exclusive Industry Interaction in Mumbai for Rising Northeast Investors Summit, 30 April 2025, Mumbai.
- Curtain Raiser And Interaction with Media for Rising Northeast Investors Summit, 14 May 2025, New Delhi.
- Rising Northeast Investors Summit, 23-24 May 2025, New Delhi.
- North-East Roundtable on the Prime Minister's Internship Scheme, 10 July 2025, Shillong.

- Deregulation Consultation Roundtable, 6 August – Guwahati, Assam, Mizoram (Virtual), Nagaland (Virtual), 7 August–Meghalaya (Virtual), Sikkim (Virtual), Manipur (Virtual), 8 August – Arunachal Pradesh (Virtual), Tripura.
- Northeast Minister's Conference & 3rd NE Aviation Summit, 4 September 2025, Itanagar.
- Northeast Bamboo Conclave, 17 September 2025, Guwahati.
- Participation of North East States in World Food India 2025, 25-28 September 2025, New Delhi.

ODISHA STATE COUNCIL

- Utkarsh Odisha: Make in Odisha Conclave 2025; IT/ITeS/ESDM Roadshow, 12 December 2024, Bengaluru.
- Post Budget Analysis Session, 4 February 2025, Bhubaneswar.
- Canada - India Business Session on Clean Energy Technologies, 21 February 2025, Bhubaneswar.
- Awareness Session on ESG & Sustainable Business Practices for MSMEs, 30 May 2025, Bhubaneswar.
- Odisha Tex 2025, 25 July 2025, Bhubaneswar.
- Ground Breaking Ceremony for 28 Industrial Projects, 15 September 2025, Bhubaneswar.

RAJASTHAN STATE COUNCIL

- Tourism Capacity Building Workshop, 13 January 2025, Jaipur.
- 9th HR & Skills Summit, 14 February 2025, Udaipur.
- Workshop on Communication to Succeed, 8 April 2025, Jaipur.
- RIICO Delegation Visit to Gujarat, 24 -25 April 2025, Gujarat.
- 14th Great Indian Travel Bazaar, GITB 2025, 4 -6 May 2025, Jaipur.
- Manufacturing Excellence Mission, 12 June 2025, NCR.
- Deregulation Workshop, 24 July 2025, Jaipur.
- Interactive Session on NPS for Corporates, 22 August 2025, Bhilwara.
- Interaction on National Scheme for ITI Upgradation, 10 September 2025, Jaipur.
- Rajasthan Millet & Mustard Conclave, 17 September 2025, Jaipur.
- Seminar on India-UK CETA, 15 October 2025, Jaipur.

TAMIL NADU STATE COUNCIL

- TANENERGY Summit & Awards, 30 November 2024, Chennai.
- FICCI TANCARE Summit, 4 January 2025, Coimbatore.
- Tamil Nadu Higher Education Summit 2025, 16 April 2025, Chennai.
- Two Days Exposure Visit to Coimbatore & Tirupur under RAMP Scheme, 23 & 24 April 2025, Coimbatore & Tirupur.

- Interactive Session on Ras Al Khaimah Economic Zone – A Strategic Business Hub in the Middle East, 9 May 2025, Coimbatore.
- Awareness Program on ESG & Sustainable Business Practices for MSMEs, 25 May 2025, Chennai.
- Interactive Session on SAIF Zone B2B Meeting: A Strategic Business Hub in the Middle East, 18-20 August 2025, Coimbatore & Tirupur.
- Digital Disruption and Transformation Summit & Exhibition (9th Edition), 29 August 2025, Chennai.
- FICCI HR Annual Conclave (4th Edition), 13 September 2025, Chennai.
- Tamil Nadu Global Startup Summit, 9 & 10 October 2025, Coimbatore.

TELANGANA STATE COUNCIL

- Conference on Sustainable Future, 5 December 2024, Hyderabad.
- International Monetary Fund (IMF) Delegation to Hyderabad, 9-10 December 2024, Hyderabad.
- Interactive Session on National Pension System (NPS) for Corporates "Importance of Retirement Planning – Role of NPS", 13 December 2024, Vishakhapatnam.
- PMIS Training Program, 19-20 December 2024, Hyderabad.
- Roadshow on Advantage Assam 2.0 Summit 2025, 23 January 2025, Hyderabad.
- Interactive Session with Hon'ble Deputy CM, Odisha, 4 February 2025, Hyderabad.
- One to One Interaction with the Delegation from UAE (Government of Sharjah), 3 & 4 March 2025, Hyderabad.
- FICCI TS Executive Committee Meeting, 29 May 2025, Hyderabad.
- MSME Xcelerate 2025 - Innovation I Technology I Sustainability, 13 June 2025, Hyderabad.
- Expand Your Business Globally through UAE| Interactive Session & B2B Meetings, 26-28 June 2025, Hyderabad.
- Investopia Global Summit 2025, 24 July 2025, Hyderabad.
- 15th edition of the India Climate Policy and Business Conclave (ICPBC), 24-25 September 2025, Hyderabad.

UTTAR PRADESH STATE COUNCIL

- Uttar Pradesh Heritage Conclave & BSM, 7 December 2024, Lucknow.
- MahaKumbh Roadshows, 6 December 2024 to 20 January 2025, 24 States of India,(26 Events).
- Live Union Budget 2025-26 Viewing Session, 1 February 2025, Lucknow.
- Business Forum & B2B, B2G Meetings with UK Urban Systems Delegation, 3 & 4 March 2025, Lucknow.

- Awareness Conference on NPS for Corporates of Uttar Pradesh, 7 March 2025, Lucknow.
- Closed-door meeting of FICCI President, Sr. VP, DG & Chair FICCI UP with Hon'ble Chief Minister, UP, 1 April 2025.
- FICCI NECM, 14 April 2025, Lucknow.
- FICCI UP State Council Meeting, 25 April 2025.
- Roadshow on Ras Al Khaimah, Economic Free Zone, 5 May 2025.

WEST BENGAL STATE COUNCIL

- Advantage Assam 2.0 Roadshow: Investment and Infrastructure Summit, 28 January 2025, Kolkata.
- FICCI-EY Interactive Session on Decoding Union Budget 2025-26, 1 February 2025, Kolkata.
- Special Meeting of National Executive Committee Members, 5 February 2025, Kolkata.
- Bengal Global Business Summit, BGBS, 5-6 February 2025, Kolkata.
- PMIS Outreach Program at Calcutta University, 17 February 2025, Kolkata.
- North East Global Investors Roadshow in Kolkata, 7 March 2025, Kolkata.
- ITI Howrah Homes Employment Grant Program, 25 March 2025, Kolkata.
- Interactive Business Meeting in London (CM Delegation), 25 March 2025, London
- Jharkhand Tourism Roadshow, 12 April 2025, Kolkata.
- West Bengal State Council Meeting, 8 May 2025, Kolkata.
- West Bengal State Rural Livelihood Mission (WBSRLM) Digital Marketing Training for Self Help Groups, 9-10 & 12-13 June 2025, Kolkata.
- Seminar on 'Empowering MSMEs for a Sustainable Future' on International MSME Day (6th edition), 27 June 2025, Kolkata.
- Empowering through Skills (4th edition): Shaping the Future of Work in the Era of Emerging Technologies, 15 July 2025, Kolkata.
- Deregulation Workshop in Kolkata, 30 July 2025, Kolkata.
- ATA Carnet Workshop, 7 August 2025, Kolkata.
- West Bengal State Rural Livelihood Mission (WBSRLM) Digital Marketing Training for Self Help Groups, 29 August 2025, Kolkata.
- Family Business Summit – East, 18 September 2025, Kolkata.
- Workshop for MSMEs on Business Resilience, 14 October 2025, Kolkata.

ALLIED BODIES

ALL INDIA ORGANISATION OF EMPLOYERS

- AIOE National Award for Outstanding Industrial Relations 2023-24, (Northern Region Selection) 3 December 2024, New Delhi.
- AIOE National Awards for Outstanding Industrial Relations 2023-24, 12 December 2024, New Delhi.
- AIOE Executive Committee Meeting, 12 December 2024, New Delhi.
- 90th AIOE Annual General Meeting & Annual Convention, 12 December 2024, New Delhi.
- First Meeting of the Reconstituted Executive Committee of the AIOE, 17 January, 2025, New Delhi.
- CIE Interaction with Mr. Gilbert F. Houngbo, Director General, ILO, 25 February 2025, New Delhi.
- Masterclass on Decoding the Code on Wages, 19 March 2025, New Delhi.
- Masterclass on Decoding the Code on Social Security, 30th April 2025, New Delhi.
- 1st Meeting of Joint Forum for Platform Aggregators , 23 May 2025, New Delhi.
- AIOE Executive Committee Meeting, 23 May, 2025, New Delhi.
- 3rd Global Industrial Relations Summit, 22-23 July 2025, New Delhi.
- First Meeting of the Taskforce for Platform Aggregators, 27 August, 2025, New Delhi.
- Knowledge Session on Termination of Employment, 29 August 2025, New Delhi.
- Awareness Session on the Pradhan Mantri Viksit Bharat Rozgar Yojana (PMVBRY), 17 September 2025, New Delhi.
- Awareness Session on SPREE 2025 and ESI Act Provision, 30 September 2025, New Delhi.
- Webinar on the Revamped Electronic Challan-cum-Return (ECR) System, 3 October, 2025.
- Workshop on Global Mobility & Employee Incentives, 31 October, 2025, New Delhi.

CONFEDERATION OF INDIAN FOOD TRADE AND INDUSTRY (CIFTI)

- 32nd Annual General Meeting of CIFTI & Regulatory Consultation, 26 August 2025, New Delhi.

CORPORATE SOCIAL RESPONSIBILITY

- Masterclass on Leveraging ICT Tools for High-Quality Data Collection, Visualization, and Decision-Making, 5 August 2025, New Delhi.
- FICCI CSR Summit & Awards, 6 August 2025, New Delhi.
- IDEATE 2025, 24 September 2025, New Delhi.

FICCI LADIES ORGANISATION

- 1st Gereral Body Meeting, 29 March 2025, New Delhi.
- Tariff Politics: An Insight into the Emerging New Economic World Order, 17 April 2025, Virtual.
- Powering Possibilities through Digital Access GOH (Guest of Honor) - Project DOSTI, 28 April 2025, Guwahati.
- Breaking Barriers: Women in Business and the Role of Law in Ensuring Equality, 29 April 2025, Virtual.
- Meet & Greet, 6 May 2025, New Delhi.
- Session 1 – Gift Packaging Series: Skill to Scale - Flower Making for Income Generation, 7 May 2025, Virtual.
- Art Walk, 8 May 2025, NGMA, New Delhi.
- AI-Powered Design Sprint with Canva, 15 May 2025, Virtual.
- Session 2 – Gift Packaging Series: Flower Bunching, 19 May 2025, Virtual.
- Government e-Marketplace (GeM) - Train the Trainers Session with FLO GB Members, 22 May 2025, Virtual.
- MoU Signing with Energy Swaraj Foundation (ESF), 27 May 2025, New Delhi.
- MoU Signing with WEneurs, 27 May 2025, New Delhi.
- MoU Signing with Railway Women's Welfare Central Organisation, 28 May 2025, New Delhi.
- MoU Signing with NIINE, 28 May 2025, New Delhi.
- MoU Signing with Skill Stride, 28 May 2025, Virtual.
- MoU Signing with WUD, 29 May 2025, New Delhi.
- Turning LinkedIn into Your Business Growth Engine, 30 May 2025, Virtual.
- Session 3 – Find Your Fit: Build Your Dream, 2 June 2025, Virtual.
- MoU Signing with Amity Humanity Foundation, 4 June 2025, New Delhi.
- MoU Signing with Beauty World, 4 June 2025, New Delhi.
- Meeting with Shri Pravesh Verma, Deputy Chief Minister of Delhi, 4 June 2025, New Delhi.
- FLO Digital Skilling Workshop: Crafting Your Unfiltered Story, 4 June 2025, Virtual.
- World Environment Day, 5 June 2025, New Delhi.
- FLO Interaction with Women Business Delegation from Uzbekistan, 5 June 2025, New Delhi.
- MoU Signing with Chamber of Commerce & Industry of Uzbekistan, 5 June 2025, New Delhi.
- Visit – Taj Palace to Good Earth Warehouse, 6 June 2025, Ballabhgarh, Haryana.

- Orientation – WISE Women in STEM Entrepreneurship, 6 June 2025, Virtual.
- Compliances to Confidence Session 1, 9 June 2025, Virtual.
- Launch of 21st FLO Chapter, 11 June 2025, Vijayawada.
- President's Visit to Hyderabad – GOH (Guest of Honor) STYLETAT VA: A Lifestyle & Fashion Spectrum, 13 June 2025, Hyderabad.
- Session 4 – Furoshiki with an Indian Twist, 16 June 2025, Virtual.
- MoU Signing with NAREDCO MAHI, 16 June 2025, Virtual.
- STEM Shine: Sangeetha Roxx, 19 June 2025, Virtual.
- Government Schemes & Incentives – Focused on Women, 20 June 2025, New Delhi.
- MoU Signing with Haqdarshak, 20 June 2025, New Delhi.
- MoU Signing with Dexter, 20 June 2025, New Delhi.
- IOD Batch 1 – FLO Women Independent Directors Masterclass, 20, 21, 22, 28 & 29 June 2025, Virtual.
- Meet & Greet (New & Annual Members), 25 June 2025, New Delhi.
- Build Your Instagram Content Calendar in 30 Minutes, 25 June 2025, Virtual.
- FLO Mumbai Team for FICCI FLO & Embassy of Lithuania Event, 26 June 2025, Mumbai.
- MoU with National Institute of Securities Markets, 27 June 2025, New Delhi.
- Session 5 – India's Handicraft Heritage & Entrepreneurship, 30 June 2025, Virtual.
- Do All Diseases Begin in the Gut?, 1 July 2025, Virtual.
- Wealth, Wisdom & Women: Decoding Money with Simplicity, 4 July 2025, Virtual.
- MoU Signing with Flexi Bee, 10 July 2025, New Delhi.
- Beyond the Headlines with Rajdeep Sardesai, 10 July 2025, New Delhi.
- How to Be Future Job Ready, 11 July 2025, Virtual.
- Gift Packaging Skilling Workshop 6 – Ribbon Artistry, 14 July 2025, Virtual.
- Decoding Finance for SMBs, MSMEs & Startups, 14 July 2025, Virtual.
- Compliance to Confidence (Session 2), 15 July 2025, Virtual.
- FLO National Digital Skilling Workshop – Influencer Marketing 101, 15 July 2025, Virtual.
- Project with Parvesh Verma – Kickstarter, 15 July 2025, New Delhi.
- Visionary Dialogue with Ms Vijaya Kishore Rahatkar, 16 July 2025, New Delhi.
- Glow with Grit: A Journey Through Science, Strategy & Skin, 19 July 2025, Virtual.
- 2nd FLO Governing Body Meeting, 21–24 July 2025, Coimbatore.

- Lead with Presence: Building Your Entrepreneurial Influence (Session 1), 25 July 2025, Virtual.
- IOD Batch 2 – FLO Women Independent Directors Masterclass, 25, 26, 27 July & 2, 3 August 2025, Virtual.
- Branding & Marketing Workshop, 28 July 2025, New Delhi.
- Future Female Forward – CNBC TV18 Event, 29 July 2025, Bengaluru.
- Lead with Presence (Session 2), 30 July 2025, Virtual.
- Lead with Presence (Session 3), 31 July 2025, Virtual.
- MoU with National Entrepreneurship Network, 1 August 2025, Virtual.
- Cyber Safe, AI Smart: Your 2025 Scam Survival Guide, 1 August 2025, Virtual.
- Wadhwani Liftoff & FICCI FLO SheRises Program, 1 August 2025, Virtual.
- Artix – India's First Hotel, 2 August 2025, New Delhi.
- The Care Economy, 4 August 2025, New Delhi.
- Gift Packaging Skilling Workshop 7 – Festive Fortune, 4 August 2025, Virtual.
- Lead with Presence – Session 4, 5 August 2025, Virtual.
- Lead with Presence – Session 5, 6 August 2025, Virtual.
- Workshop on Resume Preparation, 12 August 2025, Virtual.
- Workshop on Interview Readiness, 13 August 2025, Virtual.
- Mitti Café's Journey: From Zero to Scale, 14 August 2025, Virtual.
- Gift Packaging Skilling Workshop 8, 18 August 2025, Virtual.
- Women's Conclave – Power in Partnership, 22 August 2025, New Delhi.
- Job Fair 2025, 23 August 2025, New Delhi.
- From Local to Global: ODOP & GI Tags, 23 August 2025, Virtual.
- Anshukam – Textile, 25 August 2025, New Delhi.
- MoU with EEMA, 25 August 2025, New Delhi.
- She Invests – Module 1, 29 August 2025, Virtual.
- International Business Delegation to Germany & Czech Republic, 1–9 September 2025, Germany, Czech Republic.
- Gift Packaging Skilling Workshop 9 – Rags to Riches, 1 September 2025, Virtual.
- She Invests – Module 2: Decoding Startups, 5 September 2025, Virtual.
- She Invests – Module 3: The Investment Journey, 12 September 2025, Virtual.
- MoU Signing with MMF, 12 September 2025, Virtual.

- WISE – Women in STEM Entrepreneurship Demo Day, 17 September 2025, Physical, New Delhi.
- Mastering Marketplaces: A–Z for Amazon Selling, 18 September 2025, Virtual.
- Future Frontiers Conclave, 19 September 2025, New Delhi.
- She Invests – Module 4: Portfolio & Risk Management, 19 September 2025, Virtual.
- Gift Packaging Skilling Workshop 10 – Pearls of Prosperity, 22 September 2025, Virtual.
- Shielding Women Business Leaders: Protecting Yourself from Personal Liability, 24 September 2025, Virtual.
- Pre-Diwali Networking – The Power of Adornment: Jewellery as Passion, Identity & Business, 6 October 2025, New Delhi.
- Workshop 7 – Maximising Credit Card Points: Travel Smart & Spend Smarter, 7 October 2025, Virtual.
- MIRAAS – Crafting Heritage, Creating a Legacy, 8 October 2025, Virtual.
- She Invests – Module 5: Gender Lens & Impact Investing, 10 October 2025, Virtual.
- Incubators Unplugged – How India's Startup Hubs Power Women Founders, 10 October 2025, Virtual.
- Compliance To Confidence (Session 3), 13 October 2025, Virtual.
- Interactive Meeting with H.E. Major General Vetsop Namgyel, Ambassador of the Kingdom of Bhutan to India, 14 October 2025, New Delhi.
- Wedding as a Women-Led Economy, 15 October 2025, New Delhi.

INDIAN COUNCIL OF ARBITRATION

- ICA Certified Training Program on "Domestic & International Commercial Arbitration", 5-7 December 2024, Goa.
- ICA 59th Annual General Meeting, 14 January 2025, in hybrid mode.
- Symposium on "Mediation: A Critical Tool For Commercial Dispute Resolution", 14 January 2025, New Delhi
- Symposium on "Arbitrating Indo-Saudi Commercial Disputes", 23 February 2025, Riyadh, Saudi Arabia.
- 3rd International Conference on "Arbitrating Indo-UK Commercial Disputes", 5 June 2025, London, UK.
- Symposium-cum-Roundtable on "Bridging Markets, Resolving Disputes via ADR in the India-Singapore Corridor", 27 August 2025, Singapore.
- Symposium at DAW 2025 on "ADR Tapestry: Weaving a Resilient Arbitration & Mediation Ecosystem in India", 15 September 2025, New Delhi.

- ICA Certified Training Program on "Domestic & International Commercial Arbitration", 15-17 September 2025, New Delhi.
- Lecture on "Arbitrating Construction Disputes & Role of Artificial Intelligence as Expert Witness" with RICS London, 8 November 2025, New Delhi.

INTERNATIONAL CHAMBER OF COMMERCE - INDIA

- ICC India Knowledge Series Partnering India's Services Export, 26-27 November & 3 December 2024, Bengaluru, Hyderabad, New Delhi.
- Tales from the Trenches II, 9-11-13-16 December 2024, Mumbai, Bengaluru, Kolkata, New Delhi.
- Roundtable Discussion with Florian Witt, Chair of ICC Banking Commission, 4 June 2025, Mumbai.
- Roundtable Discussion with AIIB, 28-31 July 2025, New Delhi, Mumbai.
- Mastering Arbitration: Turn Theory into Practice, 11-12 October 2025, New Delhi.
- Mastering International Trade: Roadmap to Excellence, 12-14 November 2025, Chennai, Mumbai.
- ICC Institute Advanced Training, 13 November 2025, Mumbai.
- ICC India Arbitration Conference, 14 November 2025, Mumbai.
- Tales from the Trenches III, 26-28 November 2025, Mumbai, Kolkata.

CONFEDERATION OF MICRO, SMALL AND MEDIUM ENTERPRISES

- FICCI – CMSME Business Mission to Bahrain, 15-16 January 2025, Manama, Bahrain.
- Gujarat MSME Business Conclave, 24 January 2025, Surat, Gujarat.
- MSME Day 2025, 20 June 2025, New Delhi.
- MSME Xcelerate, 2025, 13 June 2025, Hyderabad.
- Financing the MSME Transition to a Circular Economy, 10 July 2025, Virtual.
- 11th edition of FICCI-CMSME Summit, 7 October 2025, New Delhi.

DIRECTORS' REPORT FOR THE FINANCIAL YEAR 2024-2025

To,

The Members,

Your directors have pleasure in presenting the Annual Report on the business and operations of the company together with the Audited Statement of Accounts for the year ended 31st March, 2025.

1. Financial Results

The financial results of your Company are as follows: -

Particulars	For the year ending March 31, 2025 (In Rs. Lakhs)	For the year ending March 31, 2024 (In Rs. Lakhs)
Total Income	33,949.70	49,891.17
Total Expenditure	31,312.36	46,231.64
Excess of Income over Expenditure	2,637.34	3,659.53
Prior period/Exceptional items	—	(2,930.83)
Amount carried as reserve(s)/ General Fund to the balance sheet	2,637.34	728.70

2. State of Company's Affairs and Future Outlook

Your company organised and successfully completed several events during the Financial Year 2024-2025. The details of the events organised and successfully completed during the year can be accessed at https://ficci.in/past/events

3. Dividend

Company being a Section 8 Company registered as per the provisions of Companies Act, 2013 and having no share capital, is not allowed to declare any dividend.

4. Amounts Transferred to Reserves

The company generated surplus of Rs 2,637.34 Lakhs and the same has been transferred to General Reserve.

5. Number of Board Meetings

During the year ending on 31-03-2025, 10 (Ten) meetings of the Board of Directors of the company were held.

Further the Details of Directors attendance at the Board meetings during the year ending on 31-03-2025 are given below:

Name of Director	No. of Board Meetings held	No. of Board Meetings attended
Mr. Harsha Vardhan Agarwal	10	7
Mr. Anant Vardhan Goenka	10	10
Mr. Vijay Sankar	10	3
Mr. Anish Dilip Shah	10	9
Mr. Subhrakant Panda	10	7
Ms. Jyoti Davar Vij	10	8
Mr. Shailesh Kumar Pathak	10	2

6. Particulars of Loan, Guarantees and Investments under Section 186

There is no instance that is covered under the provisions of Section 186 of the Act during the year 2024-2025

7. Particulars of Contracts or Arrangements with Related Parties

There were no particulars of contracts or arrangements with related parties referred to in Section 188(1) of the Companies Act 2013 for the Financial Year 2024-2025.

8. Auditor's Report

Your Board of Directors has taken note of the Auditor's Report. Board has also noted the observation of Auditors for suitable measures.

9. Material changes and commitments

There are no material changes and commitments affecting the financial position of the Company, which have occurred between the end of the financial year of the Company to which the balance sheet relates and the date of the report.

10. Conservation of Energy, Technology, Absorption, Foreign Exchange Earnings and Outgo

Particulars required by the Section 134(3)(m) of the Companies Act, 2013 ("the Act") read with rule 8(3) of the Companies (Accounts) Rules, 2014 and forming part of the Directors' Report for the year ended March 31, 2025.

(A) CONSERVATION OF ENERGY-

(i) The steps taken or impact on conservation of energy:

The company generally takes all the reasonable possible steps within its resources for conservation of energy.

(ii) The steps taken by the company for utilizing alternate sources of energy:

The company did not take steps for utilizing alternate sources of energy during the year.

(iii) The capital investment on energy conservation equipment:

No capital investment was made on energy conservation equipment during the year.

(B) TECHNOLOGY ABSORPTION

(i) The efforts made towards technology absorption:

No effort was made towards technology absorption. However, the Company has the policy to absorb the latest technology wherever possible to increase efficiency and reduce the operating cost.

(ii) The benefits derived like product improvement, cost reduction, product development or import substitution:

As no specific effort has been made towards technology absorption during the year, no benefit was derived.

(iii) In case of imported technology (imported during the last three years reckoned from the beginning of the financial year)-

(a)	The details of technology imported;	NA
(b)	The year of import;	NA
(c)	Whether the technology been fully absorbed;	NA
(d)	If not fully absorbed, areas where absorption has not taken place, and the reasons thereof;	NA

(iv) The expenditure incurred on Research and Development. NA

(C) FOREIGN EXCHANGE EARNINGS/ OUTGO:

Earnings: Rs. 654.00 Lakhs

Outgo: Rs 825.10 Lakhs

11. Risk Management Policy

Considering the business objectives of the Company, the Company devised and implemented a mechanism for risk management by adopting a Risk Management Policy.

12. Details of change in Directors and Key Managerial Personnel

During the period under review, Mr. Subhrakant Panda (DIN-00171845) resigned from the Board on 22-11-2024, Mr. Shailesh Kumar Pathak (DIN-01748959) resigned from the Board on 11-06-2024. Mr Vijay Sankar (DIN-00007875) was appointed as Director on the Board on dated 21-11-2024. Ms. Jyoti Davar Vij (DIN-09757889) was appointed as Additional Director on 08-07-2024 and was regularized as Director on 21-11-2024.

13. DISCLOSURES UNDER SEXUAL HARASSMENT OF WOMEN AT WORKPLACE (PREVENTION, PROHIBITION & REDRESSAL) ACT, 2013

During the period, no complaints were received by the Company related to sexual harassment.

14. Secretarial Audit Report

Secretarial Audit Report in prescribed format MR 3 given by a PCS is annexed to this report as Annexure-I.

15. Changes in the Executive Committee and Steering Committee

Details in changes in the key management personnel in the Executive Committee and the Steering Committee are provided in the Annual Report.

FICCI elects/re-elects, nominates, co-opts members of its Executive Committee comprising of President, Sr. Vice President, Vice President and other members every year as per Appendix B of the Memorandum & Articles of Association.

16. Internal Financial Control Systems and Their Adequacy

The Company maintains appropriate systems of internal financial control, including monitoring procedures, to ensure that all assets are safeguarded against loss from unauthorized use or disposition. Company policies, guidelines and procedures provide for adequate checks and balances and are meant to ensure that all transactions are authorized, recorded and reported correctly.

17. Auditors

The tenure of statutory auditor of the company i.e. M/s Walker, Chandiok & Co LLP (formerly Walker, Chandiok & Co) (Registration no.: 001076N/N500013) New Delhi, Chartered Accountants who was appointed for five years in the last AGM is continuing as Statutory Auditor of the Company.

18. Deposits

FICCI has neither accepted nor renewed any deposits during the year under review.

19. Research & Development

FICCI is undertaking various research activities which inter alia include collation of industrial data and sharing its analysis with the companies in India and overseas.

FICCI also strives for promoting and providing integrated services, based on its research and study of varied industry information, to the industries in enhancing their competitiveness and productivity, particularly through process optimization and improvements, sustainable use of resources (raw materials, energy, water etc.).

FICCI has constituted various committees which are responsible for conducting extensive research in their allocated fields. Details of committees are provided in the Annual Report.

20. Audit Committee

Your Federation has a duly constituted Audit Committee. All the recommendations of Audit Committee have been accepted by Board during the year. Mr. Anant Vardhan Goenka, Mr. Vijay Sankar (w.e.f. 21-11-2024), Mr. Harsha Vardhan Agarwal (Till 21-11-2024), Mr. Subhrakant Panda (Till 21-11-2024), Mr Anish Dilip Shah (w.e.f. 21-11-2024), Mr. Salil Bhandari and Ms. Jyoti Davar Vij (w.e.f. 08-07-2024) are the members of this committee.

21. Corporate social responsibility (CSR)

Your Company, being a Section 8 Company has always been at the forefront of Corporate Social Responsibility (CSR) and sustainability initiatives and practices, especially for the small businessmen. The Company believes in making lasting impact towards creating a just, equitable, humane and sustainable society. As per the provisions of the Companies Act, 2013, a company meeting the

specified criteria shall spend at least 2% of its average net profits for three immediately preceding financial years towards CSR activities. Accordingly, your Company spent Rs 34.85 Lakhs towards CSR activities during the financial year 2024-25.

In compliance with requirements of Section 135 of the Act, the Company has laid down a CSR Policy. The contents of CSR Policy and report on CSR activities carried out during the financial year ended 31st March, 2025 in the format prescribed under the Companies (Corporate Social Responsibility Policy) Rules, 2014 is annexed herewith as Annexure II

Contents of the CSR policy are also available on the Company's website at https://www.ficci.in/api/home.

22. Reporting of frauds by auditors

During the year under review, neither the statutory auditors nor the secretarial auditor has reported to the audit committee, under Section 143 (12) of the Companies Act, 2013, any instances of fraud committed against the Company by its officers or employees, the details of which would need to be mentioned in the Board's report.

23. Significant and material orders

There are no significant and material orders passed by the regulators or courts or tribunals impacting the going concern status and the Company's operations in future.

24. Secretarial Standards

The Company complies with applicable provisions of secretarial standards issued by the Institute of Company Secretaries of India.

25. Cost Audit

As per the provisions of the Companies (Cost Records & Audit) Amendment Rules, 2014, Cost Audit is not Applicable to the Company.

26. Annual Return

Pursuant to Section 92(3) and 134(3)(a) of the Act for FY24-25, the Annual Return is available on the website of the Company at https://www.ficci.in/api/home

27. Directors/ Members Responsibility Statement

Pursuant to the provisions contained in Section 134 (3) (c) of the Companies Act, 2013, your Directors/Members of Board, based on the representation received from the management, and after due enquiry, confirm:

- that in the preparation of the annual accounts, the applicable accounting standards have been followed and no material departures have been made from the same;
- that the directors/members of the Board have selected such accounting policies and applied them consistently and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company at the end of the financial year and of the surplus of the Company for that period;

- that directors/ members of the Board have taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of this Act for safeguarding the assets of the Company for preventing and detecting fraud and other irregularities;
- that directors/ members of the Board have prepared the annual accounts on a "going concern basis
- that the directors had devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

Acknowledgement

The annual accounts of FICCI have been prepared as per the applicable accounting standards; its statement of affairs give true and fair view as at the end of the financial year. Accounting records have been prepared and kept as per provisions of Companies Act 2013 and prepared on the going concern basis. Board of Directors of FICCI has taken note of the fact and the same should be read as due compliance of the provisions of the Companies Act, 2013.

For and on behalf of the Board of Directors of

Federation of Indian Chambers of Commerce and Industry

Jyoti Davar Vij
(Director)
DIN: 09757889

Harsha Vardhan Agarwal
(Director)
DIN-00150089

Place: New Delhi
Date: 26 August 2025

Annexure-I

SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED ON 31ST MARCH 2025

[Pursuant to section 204(1) of the Companies Act, 2013 and rule No.9 of the Companies (Appointment and Remuneration Personnel) Rules, 2014]

To,

The Members

FEDERATION OF INDIAN CHAMBERS OF COMMERCE AND INDUSTRY

(CIN: U99999DL1956NPL002635)

FEDERATION HOUSE, TANSEN MARG

NEW DELHI 110001

I have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by FEDERATION OF INDIAN CHAMBERS OF COMMERCE AND INDUSTRY (hereinafter called the 'Company'). Secretarial Audit was conducted in a manner that provided me a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing our opinion thereon.

Based on my verification of the FEDERATION OF INDIAN CHAMBERS OF COMMERCE AND INDUSTRY books, papers, minute books, forms and returns filed and other records maintained by the company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of secretarial audit, I hereby report that in my opinion, the company has during the audit period covering the financial year ended on 31st March 2025 complied with the statutory provisions listed hereunder and also that the Company has proper Board-processes and compliance-mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

I have examined the books, papers, minute books, forms and returns filed and other records maintained by FEDERATION OF INDIAN CHAMBERS OF COMMERCE AND INDUSTRY ("the company") for the financial year ended on 31st March 2025 according to the provisions of:

(i) The Companies Act, 2013 (the Act) and the rules made thereunder;

(ii) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;

(iii) Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;

(iv) Secretarial Standards issued by The Institute of Company Secretaries of India;

(v) The other laws as may be applicable specifically in case of the Company on the basis of documents/information produced before us;

   (a) Building & other Construction Workers (Regulation of Employment& Condition of Service) Act,1996;

(b) Chapter V of Finance Act,1994 (Service Tax);

(c) Consumer Protection Act,1986;

(d) Environment Protection Act, 1986 and other environmental laws;

(e) Income Tax Act,1961;

(f) Indian Contract Act, 1872;

(g) Indian Stamp Act, 1999;

(h) Limitation Act,1963;

(i) Negotiable Instrument Act,1981;

(j) Registration Act,1908;

(k) Sale of Goods Act,1930;

(l) Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013;

(m) Transfer of Property Act,1882;

(n) Labour laws including those applicable to Contract Labour

(o) The Central Goods and Services Tax Act, 2017;

However, the following Acts, Rules, Regulations, Guidelines, Agreement(s)/ Arrangement(s) required to be reported as per prescribed format are not applicable to the Company during the Audit Period since the securities of the Company are not listed, as the case may be:

(i) The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;

(ii) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):-

  (a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;

  (b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 1992;

  (c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2009;

  (d) The Securities and Exchange Board of India (Employee Stock Option Scheme and Employee Stock Purchase Scheme) Guidelines, 1999;

  (e) The Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008;

  (f) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client;

  (g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2009; and

  (h) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 1998;

(iii) The Listing Agreements entered into by the Company with Stock Exchange(s);

During the period under review the company has complied with the provisions of the Act, Rules, Regulations, Guidelines Standards, etc. mentioned above, and nothing significant has come to my knowledge which impacts the Company's operations materially.

I further report that

The Board of Directors of the Company is duly constituted. During the period under review, Mr. Subhrakant Panda (DIN-00171845) resigned from the Board on 22-11-2024, Mr. Shailesh Kumar Pathak (DIN-01748959) resigned from the Board on 11-06-2024. Mr. Vijay Sankar (DIN-00007875) was appointed as Director on the Board on dated 21-11-2024. Ms. Jyoti Davar Vij (DIN-09757889) was appointed as Additional Director on 08-07-2024 and was regularized as Director on 21-11-2024.

Adequate notice is given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent in advance, and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

Majority decision is carried through while the dissenting members' views are captured and recorded as part of the minutes wherever applicable.

I further report that there is adequate system and processes in the Company to commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

Further, there was no specific event/ action having a major bearing on the Company's affairs in pursuance of the above referred Laws, Rules, Regulations, Guidelines, Standards, etc.:

Note:

1. This report is to be read with our Annexure 'A' of even date which are annexed and forms an integral part of this report.
2. This report is to be read with qualification(s)/ Comment(s)/ Observation(s), if any, given by Statutory Auditor and Cost Auditor in their respective report(s).

Monalisa Datta
Practising Company Secretary
Membership No.: 10040
CP No.: 13580
UDIN: F010040G001031401

Place: Kolkata

Date: 19 August 2025

Annexure 'A'

Our report of even date is to be read along with this letter.

1. Maintenance of secretarial record is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit on sample check basis.
2. I have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records and other Legal Compliances as declared by the Company. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. We believe that the processes and practices, we followed provide a reasonable basis for our opinion.
3. I have not verified the correctness and appropriateness of financial records, Books of Accounts and Maintenance of Cost Audit Record of the Company.
4. Where ever required, I have obtained the Management Representation about the compliance of laws, rules and regulations and happening of events etc.
5. The compliance of the provisions of Corporate and other applicable Laws, Rules, Regulations, Standards is the responsibility of management. My examination was limited to the verification of procedures on test basis.
6. The Secretarial Audit Report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

Monalisa Datta

Practicing Company Secretary

Membership No.: 10040

CP No.: 13580

UDIN: F010040G001031401

Place: Kolkata

Date: 19 August 2025

Annexure-II

ANNUAL REPORT ON CSR ACTIVITIES FOR THE FINANCIAL YEAR ENDED 31ST MARCH, 2025

1. **Brief outline on CSR Policy of the Company:**

   The Company's CSR Policy is in adherence to the provisions of Section 135 of the Act read with rules framed there under and provides for carrying out CSR activities in the area of Education, Healthcare including preventive healthcare, Rural Development, Sanitation, etc. either directly by the Company or through 'Non-Profit Organisation or by way of contribution to Central / State Government Relief Funds.

2. **Composition of CSR Committee**: Constitution of CSR committee is not mandatory for the Company as its CSR obligation for the FY 2024-2025 is below Rupees Fifty Lakhs. The Board of the Company ensured that company fulfilled its CSR obligations in letter and spirit during the year.

3. **Provide the web-link where Composition of CSR Committee, CSR Policy and CSR projects approved by the board are disclosed on the website of the Company**: https://www.ficci.in/api/home

4. **Provide the details of Impact assessment of CSR projects carried out in pursuance of sub-rule (3) of rule 8 of the Companies (Corporate Social responsibility Policy) Rules, 2014, if applicable (attach the report)**: In accordance with the provisions of Rule 8(3) of the Companies (Corporate Social responsibility Policy) Rules, 2014 notified w.e.f. 22nd January, 2021, the Company is not required to carry out impact assessment for its CSR projects.

5. (a) Average net profit of the Company as per section 135(5): Rs. 1742.50 Lakhs

   (b) Two percent of average net profit of the Company as per section 135(5): Rs 34.85 Lakhs

   (c) Surplus arising out of the CSR projects or programmes or activities of the previous financial years: Nil

   (d) Amount required to be set off for the financial year, if any: Nil

   (e) Total CSR obligation for the financial year (7a+7b- 7c): Rs 34.85 Lakhs

6. (a) Amount spent on CSR Projects (both ongoing projects and other than ongoing projects) (Rs in Lakhs): 34.85

   (b) Amount spent in Administrative Overheads (Rs in Lakhs): 0

   (c) Amount spent on Impact Assessment, if applicable (Rs in Lakhs): 0

   (d) Total amount spent for the financial year (6a+6b+6c) (Rs in Lakhs): 34.85

   (e) CSR amount spent or unspent for the financial year:

Total Amount Spent for the Financial Year (Rs. in Lakhs)	Amount Unspent (Rs in Lakhs)				
	Total Amount transferred to Unspent CSR Account as per section 135(6)		Amount transferred to any fund specified under Schedule VII as per second proviso to section 135(5)		
	Amount	Date of transfer	Name of the Fund	Amount	Date of transfer
34.85	Nil	—	—	Nil	—

(f) Excess amount for set off, if any (Rs in Lakhs):

S. No.	Particular	Amount (Rs in Lakhs)
i.	Two percent of average net profit of the Company as per Section 135(5)	34.85
ii.	Total amount spent for the financial year	34.85
iii.	Excess amount spent for the financial year [(ii)-(I)]	0
iv.	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	0
v.	Amount available for set off in succeeding financial years [(iii)-(iv)]	0

7. (a) Details of Unspent CSR amount for the preceding three financial years: Nil

8. Whether any capital assets have been created or acquired through Corporate Social Responsibility Amount spent in the Financial Year: No

9. Specify the reason(s), if the Company has failed to spend two per cent of the average net profit as per Section 135(5): NA

We hereby confirm and declare that implementation and monitoring of CSR activities is in compliance with CSR objectives and Policy of the Company.

For and on behalf of the Board of Directors of
Federation of Indian Chambers of Commerce and Industry

Jyoti Davar Vij
(Director)
DIN-09757889

Harsha Vardhan Agarwal
(Director)
DIN - 00150089

Place: New Delhi
Date: 26 August 2025

STATEMENT OF ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2025

Independent Auditor's Report

To the Members of Federation of Indian Chambers of Commerce and Industry

Report on the Audit of the Financial Statements

Opinion

1. We have audited the accompanying financial statements of Federation of Indian Chambers of Commerce and Industry ('the Federation' or 'FICCI'), which comprise the Balance Sheet as at 31 March 2025, the Income and Expenditure Account and the Cash Flow Statement for the year then ended, and notes to the financial statements, including a summary of the significant accounting policies and other explanatory information.

2. In our opinion and to the best of our information and according to the explanations given to us, , the aforesaid financial statements give the information required by the Companies Act, 2013 ('the Act') in the manner so required and give a true and fair view, in conformity with the Accounting Standards specified under section 133 of the Act, read with the Companies (Accounting Standards) Rules, 2021 and other accounting principles generally accepted in India, of the state of affairs of the Federation as at 31 March 2025, and its surplus and its cash flows for the year ended on that date.

Basis for Opinion

3. We conducted our audit in accordance with the Standards on Auditing specified under section 143(10) of the Act. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Federation in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India ('ICAI') together with the ethical requirements that are relevant to our audit of the financial statements under the provisions of the Act and the rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Information other than the Financial Statements and Auditor's Report thereon

4. The Board of Directors are responsible for the other information. Other information does not include the financial statements and our auditor's report thereon.

   Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

   In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

   The Annual Report is not made available to us at the date of this auditor's report. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

5. The accompanying financial statements have been approved by the Federation's Board of Directors. The Federation's Board of Directors are responsible for the matters stated in section 134(5) of the Act with respect to the preparation and presentation of these financial statements that give a true and fair view of the financial position, financial performance and cash flows of the Federation in accordance with the Accounting Standards specified under section 133 of the Act, read with the Companies (Accounting Standards) Rules, 2021 and other accounting principles generally accepted in India. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Federation and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

6. In preparing the financial statements, the Board of Directors is responsible for assessing the Federation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Federation or to cease operations, or has no realistic alternative but to do so.

7. The Board of Directors is also responsible for overseeing the Federation's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

8. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

9. As part of an audit in accordance with Standards on Auditing specified under section 143(10) of the Act, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

   - Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
   - Obtain an understanding of internal control relevant to the audit in order to design audit

procedures that are appropriate in the circumstances. Under section 143(3)(I) of the Act, we are also responsible for expressing our opinion on whether the Federation has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls;

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- Conclude on the appropriateness of Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Federation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Federation to cease to continue as a going concern; and
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

10. We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

11. As required by section 197(16) of the Act, based on our audit, we report that the Federation has paid remuneration to its directors during the year in accordance with the provisions of and limits laid down under section 197 read with Schedule V to the Act.

12. This report does not include a statement on the matters specified in paragraph 3 of the Companies (Auditor's Report) Order 2020 ('the Order'), issued by the Central Government of India in terms of section 143(11) of the Act, since in our opinion and according to the information and explanations given to us, the Order is not applicable.

13. As required by section 143(3) of the Act, based on our audit, we report, to the extent applicable, that:

a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit of the accompanying financial statements;

b) Except for the matters stated in paragraph 13(h)(vi) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 (as amended), in our opinion, proper books of account as required by law have been kept by the Federation so far as it appears from our examination of those books;

c) The financial statements dealt with by this report are in agreement with the books of account;

d) In our opinion, the aforesaid financial statements comply with the Accounting Standards specified under section 133 of the Act read with the Companies (Accounting Standards) Rules, 2021;

e) On the basis of the written representations received from the directors and taken on record by the Board of Directors, none of the directors are disqualified as on 31 March 2025 from being appointed as a director in terms of section 164(2) of the Act;

f) The reservation relating to the maintenance of accounts and other matters connected therewith are as stated in paragraph 13(b), above on reporting under section 143(3)(b) of the Act and paragraph 13(h)(vi) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 (as amended)];

g) With respect to the adequacy of the internal financial controls with reference to financial statements of the Federation as on 31 March 2025 and operating effectiveness of such controls, refer to our separate report in Annexure A wherein we have expressed an unmodified opinion; and

h) With respect to the other matters to be included in the Auditor's Report in accordance with rule 11 of the Companies (Audit and Auditors) Rules, 2014 (as amended), in our opinion and to the best of our information and according to the explanations given to us:

i. The Federation , as detailed in note 34 to the financial statements, has disclosed the impact of pending litigations on its financial position as at 31 March 2025.;

ii. The Federation did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses as at 31 March 2025;

iii. There were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Federation during the year ended 31 March 2025

iv. a. The management has represented that, to the best of its knowledge and belief, as disclosed in note 36(k) to the financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or securities premium or any other sources or kind of funds) by the Federation to or in any person(s) or entity(ies), including foreign entities ('the intermediaries'), with the understanding, whether recorded in writing or otherwise, that the intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Federation ('the Ultimate Beneficiaries') or provide any guarantee, security or the like on behalf the Ultimate Beneficiaries;

b. The management has represented that, to the best of its knowledge and belief, as disclosed in note 36(l) to the financial statements, no funds have been received by the Federation from any person(s) or entity(ies), including foreign entities ('the Funding Parties'), with the understanding, whether recorded in writing or otherwise, that the Federation shall, whether directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party

('Ultimate Beneficiaries') or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and

c. Based on such audit procedures performed as considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the management representations under sub-clauses (a) and (b) above contain any material misstatement.

v. Since the Federation is registered under Section 8 of the Act as a company with charitable objects, it cannot declare any dividend and accordingly, reporting under Rule 11(f) is not applicable to the Federation.

vi. As stated in Note 37 to the financial statements and based on our examination which included test checks, the Federation, in respect of financial year commencing on 1 April 2024, has used an accounting software is operated by a third-party software service provider for maintaining its books of account which has a feature of recording audit trail facility and the same has been operated throughout the year for all relevant transactions recorded in the software at the application level. In absence of an 'Independent Service Auditor's Assurance Report on the Description of Controls, their Design and Operating Effectiveness' ('Type 2 report' issued in accordance with ISAE 3000 (Revised), Assurance Engagements Other Than Audits or Reviews of Historical Financial Information), Reports on Controls at a Service Organization), we are unable to comment on whether audit trail feature of the said software was enabled and operated throughout the year for all relevant transactions or whether there were any instances of audit trail feature being tampered with at the database level. The audit trail has been preserved at the application level by the Federation as per the statutory requirements for record retention. Further, due to absence of the Type 2 report, we are unable to comment on preservation of audit trail at the database level.

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm's Registration No.: 001076N/N500013

Jagdish Kumar Gadi
Partner
Membership No.: 015651
UDIN: 25015651BPUACS6757

Place: New Delhi
Date: 26 August 2025

Annexure A to the Independent Auditor's Report of even date to the members of Federation of Indian Chambers of Commerce and Industry on the financial statements for the year ended 31 March 2025

Annexure A

Independent Auditor's Report on the internal financial controls with reference to the financial statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ('the Act')

1. In conjunction with our audit of the financial statements of Federation of Indian Chambers of Commerce and Industry ('the Federation') as at and for the year ended 31 March 2025, we have audited the internal financial controls with reference to financial statements of the Federation as at that date.

Responsibilities of Management and Those Charged with Governance for Internal Financial Controls

2. The Federation's Board of Directors is responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the Federation considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls over Financial Reporting ('the Guidance Note') issued by the Institute of Chartered Accountants of India ('ICAI'). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of the Federation's business, including adherence to the Federation's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility for the Audit of the Internal Financial Controls with Reference to Financial Statements

3. Our responsibility is to express an opinion on the Federation's internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Standards on Auditing issued by the ICAI prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements, and the Guidance Note issued by the ICAI. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to financial statements were established and maintained and if such controls operated effectively in all material respects.

4. Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements includes obtaining an understanding of such internal financial controls, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

5. We believe that the audit evidence we have obtained, is sufficient and appropriate to provide a basis for our audit opinion on the Federation's internal financial controls with reference to financial statements.

Meaning of Internal Financial Controls with Reference to Financial Statements

6. A Federation's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A Federation's internal financial controls with reference to financial statements include those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the Federation; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the Federation are being made only in accordance with authorisations of management and directors of the Federation; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the Federation's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with Reference to Financial Statements

7. Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial controls with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

8. In our opinion, the Federation has, in all material respects, adequate internal financial controls with reference to financial statements and such controls were operating effectively as at 31 March 2025, based on the internal financial controls with reference to financial statements criteria established by the Federation considering the essential components of internal control stated in the Guidance Note issued by the ICAI.

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm's Registration No.: 001076N/N500013

Jagdish Kumar Gadi
Partner
Membership No.: 015651
UDIN: 25015651BPUACS6757

Place: New Delhi
Date: 26 August 2025

Federation of Indian Chambers of Commerce and Industry

Balance sheet as at 31 March 2025

(All amounts in ₹ lakhs, unless otherwise stated)

Particulars	Notes	As at 31 March 2025	As at 31 March 2024
Funds And Liabilities			
Funds			
General funds	3	20,424.41	17,404.85
Restricted funds	4	3,809.22	4,007.07
		24,233.63	**21,411.92**
Non-current liabilities			
Long-term borrowings	5	—	16.03
Other long-term liabilities	6	343.94	762.03
Long-term provisions	7	586.00	575.24
		929.94	**1,353.30**
Current liabilities			
Accounts payable	8		
-Total outstanding dues of micro enterprises and small enterprises; and		2,598.07	1,093.48
-Total outstanding dues of other than micro enterprises and small enterprises		3,568.44	10,954.61
Other current liabilities	9	7,079.46	5,431.53
Short-term provisions	7	3,432.15	2,639.64
		16,678.12	**20,119.26**
Total Funds and Liabilities		**41,841.69**	**42,884.48**
Assets			
Non current assets			
Property, plant and equipments	10	233.40	291.73
Capital work-in-progress	10	191.98	93.69
Non-current investments	11	68.49	68.49
Long-term loans and advances	12	1,911.78	1,323.78
Other non-current assets	13	5,169.11	3,828.74
		7,574.76	**5,606.43**
Current assets			
Accounts receivable	14	5,206.49	8,731.43
Cash and cash equivalents	15	9,066.27	7,600.52
Bank balances other than cash and cash equivalents	15a	16,964.56	16,428.90
Short-term loans and advances	12	2,141.87	3,423.06
Other current assets	13	887.74	1,094.14
		34,266.93	**37,278.05**
Total Assets		**41,841.69**	**42,884.48**

The accompanying summary of significant accounting policies and notes form an integral part of the financial statements. 1 to 39

This is the Balance Sheet referred to in our report of even date.

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm Registration No. 001076N/N500013

For and on behalf of the Board of Directors of
Federation of Indian Chambers of Commerce and Industry

Jagdish Kumar Gadi
Partner
Membership No: 015651

Place: New Delhi
Date: 26 August 2025

Jyoti Davar Vij
(Director General)
DIN: 09757889

Place: New Delhi
Date: 26 August 2025

Anant Vardhan Goenka
(Sr. Vice President)
DIN: 02089850

Harsha Vardhan Agarwal
(President)
DIN: 00150089

Federation of Indian Chambers of Commerce and Industry

Income & Expenditure Account for the year ended 31 March 2025

(All amounts in ₹ lakhs, unless otherwise stated)

Particulars	Notes	Year ended 31 March 2025	Year ended 31 March 2024
Income			
Revenue from operations	16	31,545.07	47,791.29
Other income	17	2,404.63	2,099.88
Total income (I)		**33,949.70**	**49,891.17**
Expenditure			
Meetings, conferences, seminars and exhibitions	18	22,412.78	38,624.19
Employee benefits expense	19	5,330.95	4,363.36
Finance costs	20	96.09	196.52
Depreciation and amortisation expense	10	80.61	78.52
Other expenses	21	3,391.93	2,969.05
Total expenditure (II)		**31,312.36**	**46,231.64**
Surplus before prior period and exceptional items (I) - (II)		2,637.34	3,659.53
Prior period items	22	—	2.80
Exceptional items	23	—	2,928.03
Net surplus for the year		**2,637.34**	**728.70**

The accompanying summary of significant accounting policies and notes form an integral part of the financial statements. 1 to 39

This is the Income and Expenditure Account as referred to in our report of even date.

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm Registration No. 001076N/N500013

For and on behalf of the Board of Directors of
Federation of Indian Chambers of Commerce and Industry

Jagdish Kumar Gadi
Partner
Membership No: 015651

Place: New Delhi
Date: 26 August 2025

Jyoti Davar Vij
(Director General)
DIN: 09757889

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Anant Vardhan Goenka
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(President)
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Federation of Indian Chambers of Commerce and Industry

Cash Flow Statement for the year ended 31 March 2025

(All amounts in ₹ lakhs, unless otherwise stated)

	Particulars	Year ended 31 March 2025	Year ended 31 March 2024
A.	**Cash flow from operating activities**		
	Net Surplus for the year	2,637.34	728.70
	Adjustments for:		
	Depreciation and amortisation expense	80.61	78.52
	Amortization of sponsorship fees	(98.33)	(98.33)
	Allowance for doubtful debts	115.49	172.56
	Balances written off	44.68	4.39
	Capital work-in-progress written off	—	—
	(Profit) / Loss on sale of property, plant and equipment	4.65	(6.37)
	Liabilities written back	(280.49)	(286.34)
	Interest income	(1,869.00)	(1,555.82)
	Finance costs	2.54	4.97
	Operating profit/ (loss) before working capital changes	**637.49**	**(957.72)**
	Changes in working capital:		
	— Increase/ (decrease) in funds	184.37	(274.80)
	— Increase/ (decrease) in Accounts payable	(5,601.09)	6,205.98
	— Increase/ (decrease) in Other liabilities and provisions	2,141.22	(1,221.50)
	— (Increase)/ decrease in accounts receivable	3,364.78	(3,460.51)
	— (Increase)/ decrease in other assets	(20.46)	93.93
	— (Increase)/ decrease in loans and advances	188.77	(378.88)
	Cash generated from operations	**895.08**	**6.51**
	Direct taxes paid / (refund) - net	504.42	(1,321.65)
	Net cash generated from /(used) in operating activities	**1,399.50**	**(1,315.14)**
B.	**Cash flow from investing activities :**		
	Purchase of property, plant and equipment	(26.97)	(125.88)
	Capital work-in-progress	(98.29)	(93.69)
	Proceeds from sale of property, plant and equipment	0.03	7.83
	Interest income received	2,023.67	968.38
	Amount invested in bank deposits	(1,803.84)	(127.80)
	Net cash generated from/(used) in investing activities	**94.60**	**628.84**
C.	**Cash flow from financing activities :**		
	Principal payment of finance lease	(25.81)	(23.37)
	Interest payment of finance lease	(2.54)	(4.97)
	Net cash flow used in financing activities	**(28.35)**	**(28.34)**

D.	**Net increase/(decrease) in cash and cash equivalents (A+B+C)**	1,465.75	(714.64)
	Cash and cash equivalents at the beginning of the year	7,600.52	8,315.16
	Cash and cash equivalents at end of the period	**9,066.27**	**7,600.52**
	Components of cash and cash equivalents (Refer note 15)		
	Balances with banks	9,062.97	7,596.12
	Cash on hand	3.30	4.40
		9,066.27	**7,600.52**

Notes:

1 The above Cash flow statement has been prepared under the "Indirect Method" as set out in the Accounting Standard-3 "Cash Flow statement" specified under section 133 of the Companies Act, 2013 read with the Companies (Accounting Standard) Rules, 2021.

2 Figures in brackets indicate cash outflows.

This is the Cash Flow Statement referred to in our report of even date.

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm Registration no: 001076N/N500013

For and on behalf of the Board of Directors of
Federation of Indian Chambers of Commerce and Industry

Jagdish Kumar Gadi
Partner
Membership No: 015651

Jyoti Davar Vij
(Director General)
DIN: 09757889

Anant Vardhan Goenka
(Sr. Vice President)
DIN: 02089850

Harsha Vardhan Agarwal
(President)
DIN: 00150089

Place: New Delhi
Date: 26 August 2025

Place: New Delhi
Date: 26 August 2025

Federation of Indian Chambers of Commerce and Industry

Summary of significant accounting policies and other explanatory information to the financial statements for the year ended 31 March 2025

1 Corporate Information

Federation of Indian Chambers of Commerce and Industry (referred to "FICCI" or "the Federation") was established as a non-government, not-for-profit organization in 1927 for promotion of commerce, and in conjunction thereto of art, science, sports, education, research, social welfare and protection of environment, or any such other object for the protection and promotion of business interests. FICCI is the voice of India's business and industry. From influencing policy to encouraging debate, engaging with the policy makers and civil society, FICCI articulates the views and concerns of industry. The Federation was originally registered under the Indian Companies Act, 1913, and is now governed by the corresponding provisions of Section 8 of the Companies Act, 2013. The Federation is also registered under section 12A of Income Tax Act, 1961. The Federation has 11 State Councils and 20 FICCI Ladies Organisation ('FLOs') operating in various parts of the country.

2 Significant accounting policies

a. Basis of preparation

The financial statements are prepared under historical cost convention, on accrual basis, in accordance with the generally accepted accounting principles in India and including the Accounting Standards notified under section 133 of the Companies Act 2013, read with the Companies (Accounting Standards) Rules, 2021. The accounting policies have been consistently applied by the Federation and are consistent with those used in the previous

All assets and liabilities have been classified as current or non-current, wherever applicable, as per the operating cycle of the Federation as per the guidance as set out in the Schedule III to the Companies Act, 2013.

b. Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent liability on the date of the financial statements and the results of operations during the reporting years. Although these estimates are based upon management's best knowledge of current events and actions, actual results could differ from those estimates and revisions, if any, are recognized in the current and future periods.

c. Property, plant and equipment-Tangible assets and depreciation

Property, Plant and equipment are stated at cost, less accumulated depreciation, amortisation and impairment losses, if any. Cost comprises the purchase price and any attributable cost of bringing the asset to its working condition for its intended use.

The costs including subsequent costs of an item of property, plant and equipment is recognized as an asset if, and only if:

— it is probable that future economic benefits associated with the item will flow to the entity.

— the cost of an item can be reliably measured.

All other expenses including day to day repair and maintenance expenditure and cost of replacing parts, are charged to the income and expenditure account in the year when such expenses are incurred.

Any item of property, plant and equipment and significant part initially recognized is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the income and expenditure account when the asset is derecognized.

Depreciation and amortisation on property, plant and equipment has been provided as per guidance set out in Schedule II of the Companies Act, 2013 on written down value method using the under mentioned useful lives-

	Useful Life (in years)
Building	60
Office equipment	5
Furniture and fixtures	10
Electrical equipment	10
Computers and data processing units	3
Motor vehicles	8

Leasehold land is being amortised over the economic life or the primary lease period, whichever is shorter.

d. Impairment of property, plant and equipment

The Federation assesses at each Balance Sheet date whether there is any indication that an asset may be impaired. If any such indication exists, the Federation estimates the recoverable amount of the asset. If such recoverable amount of the asset or the recoverable amount of the cash generating unit to which the asset belongs is less than its carrying amount, the carrying amount is reduced to its recoverable amount and the reduction is treated as an impairment loss and is recognized in income and expenditure account. If at the Balance Sheet date there is an indication that a previously assessed impairment loss no longer exists, the recoverable amount is reassessed and the asset is reflected at the recoverable amount subject to a maximum of depreciated historical cost.

e. Investments

Investments are classified as non-current or current investments, based on management's intention at the time of purchase. Investments that are readily realizable and intended to be held for not more than a year are classified as current investments. All other investments are classified as non-current investments.

Current investments are valued at the lower of cost and net realizable value.

Long-term investments are stated at cost. Provision is made for diminution, if any, in the value other than temporary in nature.

On disposal of an investment, the difference between its carrying amount and net disposal proceeds is charged or credited to the income and expenditure account.

f. Operating leases

As a lessor

The Federation recognizes lease payments received under operating leases as income on a straight-line basis over the lease term as part of 'other income'.

As a lessee

Leases, where the lessor effectively retains substantially all the risks and benefits of ownership of the leased asset are classified as operating leases. Operating lease charges are recognized as an expense in the income and expenditure account on a straight-line basis over the lease term.

g. Revenue recognition

Revenue is recognized to the extent that it is probable that the economic benefits will flow to the Federation and the revenue can be reliably measured.

Membership subscription

Revenue from annual membership/subscription fee from members is recognized over the membership/subscription period.

One time admission fees and Life membership fees from members admitted is credited to the general reserve directly.

Meetings, conferences, seminars and exhibitions

Revenue in respect of meetings, conferences, seminars and exhibitions is recognized on accrual basis, based on the meetings, conferences, seminars and exhibitions completed during the year.

Interest income

Interest is recognized on a time proportionate basis taking into consideration the amount outstanding and the applicable rate of interest.

Sponsorship fees

The sponsorship fees are being amortized over the tenure for which sponsorship fees is received from the sponsors.

h. Foreign currency transactions

Initial recognition

Foreign currency transactions are recorded in the reporting currency, by applying the exchange rate prevailing at the date of the transaction.

Subsequent recognition

Monetary items denominated in foreign currency and outstanding as at the balance sheet date are converted at the exchange rate prevailing on that date. Non-monetary items, which are carried in terms of historical cost denominated in a foreign currency, are reported using the exchange rate at the date of the transaction.

Exchange differences

Exchange differences arising during the year due to settlement of monetary items or on reporting the monetary items at rates different from those at which they were initially recorded, are recognized as income or expense in the income and expenditure account.

i. Employee benefits

Expenses and liabilities in respect of employee benefits are recorded in accordance with Accounting Standard 15 - Employee Benefits (Revised 2005).

Provident fund

The Federation makes contribution to provident fund in accordance with the Employees Provident Fund and Miscellaneous Provisions Act, 1952 which is a defined contribution plan. The Federation's contribution paid or payable under the scheme is recognized as an expense in the Income and Expenditure Account during the year in which employee renders the related services.

Gratuity

Gratuity is a post-employment benefit and is in the nature of a defined benefit plan. The liability recognized in the Balance Sheet in respect of gratuity is the present value of the defined benefit obligation at the end of reporting period less the fair value of plan assets. The defined benefit obligation is calculated at or near the balance sheet date by an independent actuary using Projected Unit Credit ('PUC') method. The actuarial gains or losses and return on plan assets are recognized immediately in the Income and Expenditure account.

Compensated absences

Liability in respect of compensated absences becoming due or expected to be availed more than one year after the balance sheet date is estimated on the basis of an actuarial valuation performed by an independent actuary using the projected unit credit method. Actuarial gains and losses arising from past experience and changes in actuarial assumptions are charged to income and expenditure account in the year in which such gains or losses are determined.

Other short term benefits

Expense in respect of other short-term benefits is recognized on the basis of the amount paid or payable for the year during which services are rendered by the employee.

j. Cash and cash equivalents

Cash comprises cash at bank and on hand. Cash equivalents are short-term balances (with an original maturity of three months or less from the date of acquisition), highly liquid investments that are readily convertible into known amounts of cash and which are subject to insignificant risk of changes in value.

k. Provisions and contingencies

The Federation creates a provision when there is a present obligation as a result of a past event that an outflow of economic resources is probable and a reliable estimate of the amount of the obligation can be made.

A disclosure is made for a contingent liability when there is a:

- possible obligation, the existence of which will be confirmed by the occurrence/non-occurrence of one or more uncertain events, not fully with in the control of the Federation; or
- present obligation, where it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
- present obligation, where a reliable estimate cannot be made.

Federation of Indian Chambers of Commerce and Industry

Notes to the financial statements for the year ended 31 March 2025

(All amounts in ₹ lakhs, unless otherwise stated)

3 General funds

Particulars	As at 31 March 2025	As at 31 March 2024
(a) General reserve		
Balance at the beginning of the year	16,894.45	15,746.52
Add: One time admission / life membership fees	382.22	419.23
Add: Surplus for the year	2,637.34	728.70
Closing balance (a)	**19,914.01**	**16,894.45**
(b) Building reserve		
Balance at the beginning of the year	510.40	510.40
Add: Appropriations	—	—
Less: Utilizations	—	—
Closing balance (b)	**510.40**	**510.40**
Total closing balance (a+b)	**20,424.41**	**17,404.85**

4 Restricted funds

Particulars	Balance as at 1 April 2024	Add: Receipts / (Refund) during the year	Add: Interest received during the year	Less: Expenditure incurred during the year*	Balance as at 31 March 2025
Millennium Alliance	1,424.49	—	117.27	145.98	1,395.78
Sanitation related projects	466.71	379.61	30.31	463.62	413.01
FICCI Aditya Birla CSR center for excellence	500.00	—	37.08	37.08	500.00
FLO Industrial Park (FIP)	520.92		40.30	—	561.22
Department of science and technology (DST)	435.83	(68.15)	33.19	0.09	400.78
Project related to Association of South East Asian Nations	137.55	—	3.02	61.36	79.21
Skills Related Project	304.05	(0.75)	—	77.84	225.46
Committee Against Smuggling and Counterfeiting Activities Destroying the Economy (CASCADE) Project	(43.92)	266.55	—	207.07	15.56
Innovation and development related projects	84.30	—	17.55	—	101.85
Project for Science and Engineering Research Board (SERB)	178.82	297.64	2.09	364.77	113.78
CV Raman Fellowship	(1.68)	39.47	0.01	35.23	2.57
	4,007.07	**914.37**	**280.82**	**1,393.04**	**3,809.22**

Particulars	Balance as at 1 April 2023	Add: Receipts / (Refund) during the year	Add: Interest received during the year	Less: Expenditure incurred during the year*	Balance as at 31 March 2024
Millennium Alliance	1,735.79	—	119.37	430.67	1,424.49
Sanitation related projects	628.16	220.00	35.43	416.88	466.71
FICCI Aditya Birla CSR center for excellence	500.00	—	33.77	33.77	500.00
FLO Industrial Park (FIP)	491.62	—	29.30	—	520.92
Department of science and technology (DST)	442.31	(6.13)		0.35	435.83
Project related to Association of South East Asian Nations	332.42	(67.72)	5.74	132.89	137.55
Skills Related Project	279.07	92.67	—	67.69	304.05
Committee Against Smuggling and Counterfeiting Activities Destroying the Economy (CASCADE) Project	(3.64)	211.75	—	252.03	(43.92)
Innovation and development related projects	84.30	—	—	—	84.30
Project for Science and Engineering Research Board (SERB)	211.07	307.73	3.51	343.49	178.82
CV Raman Fellowship	—	143.36	0.52	145.56	(1.68)
	4,701.10	**901.66**	**227.64**	**1,823.33**	**4,007.07**

* Inclusive of administrative charges for the respective projects.

Federation of Indian Chambers of Commerce and Industry

Notes to the financial statements for the year ended 31 March 2025

(All amounts in ₹ lakhs, unless otherwise stated)

5 Long term borrowings

Particulars	As at 31 March 2025	As at 31 March 2024
Long-term maturities of finance lease obligations	—	16.03
Total	**—**	**16.03**

6 Other long-term liabilities

Particulars	As at 31 March 2025	As at 31 March 2024
Advances for projects	201.92	231.49
Advance received for meetings, conferences, seminars and exhibitions	40.41	330.59
Advance sponsorship fees (refer note 6.1 and 6.2 below)	101.61	199.95
Total	**343.94**	**762.03**

6.1 During the financial year ended 31 March 2012, the Federation received ₹ 1,250.00 lakh from Chambal Fertilizers and Chemicals Limited (K.K. Birla Group). The agreement commenced on 2 March 2012 for period of 15 years which can be further extended for a period of maximum 10 years. As per the agreement, certain rights are given here to the sponsor including displaying the name of the auditorium as "FICCI K.K. Birla Auditorium". The sponsorship amount received is being amortized over a period of 15 years as per the terms of agreement.

6.2 During the financial year ended 31 March 2013, the Federation received ₹ 225.00 lakhs from J K Paper Limited as a sponsorship for "Naming Right" of commission room. The agreement commenced on 1 December 2012 for period of 15 years. The term is extendable by a further period of 10 years and after expiry of 25 years this agreement shall come to an end. As per agreement certain rights are given to the sponsor including displaying the name of the commission room as "Hari Shankar Singhania Commission Room". The sponsorship amount received is being amortized over a period of 15 years as per the terms of agreement.

7 Provisions

Particulars	As at 31 March 2025		As at 31 March 2024	
	Long term	Short term	Long term	Short term
Provision for gratuity (refer note 24)	—	120.90	—	90.32
Provision for compensated absences (refer note 24)	586.00	45.56	575.24	37.84
Provision for claims**	—	3,265.69	—	2,511.48
Total	**586.00**	**3,432.15**	**575.24**	**2,639.64**

Provision for claims pertains towards property tax demand from New Delhi Municipal Council (refer note 34).

8	Accounts payable	As at 31 March 2025	As at 31 March 2024
	Total outstanding dues (refer note 8.1 below) :		
	— of micro enterprises and small enterprises (refer note 8.2 below)	2,598.07	1,093.48
	— of other than micro enterprises and small enterprises	3,568.44	10,954.61
	Total	**6,166.51**	**12,048.09**

8.1

Accounts payable ageing schedule as at 31 March 2025

Particulars	Outstanding for following periods from due date of payment				Total
	Less than 1 year	1-2 Years	2-3 Years	More than 3 years	
— MSME*	1,984.78	329.11	103.87	180.31	2,598.07
— Others	2,748.57	400.96	130.97	287.94	3,568.44
— Disputed dues - MSME	—	—	—	—	—
— Disputed dues - Others	—	—	—	—	—
Total	**4,733.35**	**730.07**	**234.84**	**468.25**	**6,166.51**

* Micro, Small and Medium Enterprise (MSME)

Accounts payable ageing schedule as at 31 March 2024

Particulars	Outstanding for following periods from due date of payment				Total
	Less than 1 year	1-2 Years	2-3 Years	More than 3 years	
— MSME*	1,028.96	23.94	15.77	24.81	1,093.48
— Others	9,420.44	799.89	159.54	574.74	10,954.61
— Disputed dues - MSME	—	—	—	—	—
— Disputed dues - Others	—	—	—	—	—
Total	**10,449.40**	**823.83**	**175.31**	**599.55**	**12,048.09**

* Micro, Small and Medium Enterprise (MSME)

8.2 Information as required to be furnished as per section 22 of the Micro, Small and Medium Enterprises Development (MSMED) Act, 2006 for the year ended 31 March 2025 is given below. This information has been determined to the extent such parties have been identified on the basis of information available with the Federation:

Particulars		As at 31 March 2025	As at 31 March 2024
(i)	Principal amount and interest due thereon remaining unpaid to any supplier covered under MSMED Act, 2006:	2,598.07	1,093.48
	Principal	2,248.60	837.56
	Interest	349.47	255.92
(ii)	The amount of interest paid by the buyer in terms of section 16, of the MSMED Act, 2006 along with the amounts of the payment made to the supplier beyond the appointed day during each accounting year	—	—
(iii)	The amount of interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the year) but without adding the interest specified under MSMED Act, 2006	—	—
(iv)	The amount of interest accrued and remaining unpaid at the end of each accounting year	93.55	191.55
(v)	The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprise for the purpose of disallowance as a deductible expenditure under section 23 of the MSMED Act, 2006	—	—

9 Other current liabilities

Particulars	As at 31 March 2025	As at 31 March 2024
Security deposits	72.35	94.66
Deposit received against Admission Temporary Admission (ATA)	2,084.99	1,906.56
Advance received for meetings, conferences, seminars and exhibitions	2,546.20	1,531.40
Advance membership fees	626.83	391.95
Advances from customers	1,111.72	888.51
Employee related payables	43.45	19.89
Statutory liabilities	285.77	306.70
Advance sponsorship fees (refer note 6.1 and 6.2)	98.33	98.33
Current maturities of finance lease obligations	16.03	25.81
Other payables	193.79	167.72
Total	**7,079.46**	**5,431.53**

Notes to the financial statements for the year ended 31 March 2025 (All amounts in ₹ lakhs, unless otherwise stated)

10 Property, plant and equipment and Capital work-in-progress

Particulars	Leasehold land	Building	Furniture and fixtures	Office equipments	Electrical equipments	Motor vehicles	Computers and data processing units	Total	Capital work-in-progress
Gross block									
Balance as at 1 April 2023	3.26	524.31	529.98	701.39	291.19	52.44	536.38	**2,638.95**	—
Additions for the year	—	—	2.08	32.44	—	31.14	60.22	**125.88**	93.69
Disposals/Adjustments for the year	—	—	(4.48)	(0.91)	—	(23.30)	(1.20)	**(29.89)**	—
Balance as at 31 March 2024	**3.26**	**524.31**	**527.58**	**732.92**	**291.19**	**60.28**	**595.40**	**2,734.94**	**93.69**
Additions for the year	—	—	4.15	11.01	—	—	11.81	**26.97**	98.29
Disposals/Adjustments for the year	—	—	(16.20)	(104.03)	(37.54)	—	(126.45)	**(284.22)**	—
Adjustment	—	—	—	—	—	—	—	**—**	—
Balance as at 31 March 2025	**3.26**	**524.31**	**515.53**	**639.90**	**253.65**	**60.28**	**480.76**	**2,477.69**	**191.98**
Accumulated amortisation and depreciation									
Balance as at 1 April 2023	2.26	343.36	513.20	681.44	288.14	50.92	513.81	**2,393.12**	—
Charge for the year	0.05	12.99	4.95	14.61	0.60	9.80	35.52	**78.52**	—
Disposals/Adjustments for the year	—	—	(3.36)	(0.87)	—	(23.06)	(1.14)	**(28.43)**	—
Balance as at 31 March 2024	**2.31**	**356.35**	**514.79**	**695.18**	**288.74**	**37.66**	**548.19**	**2,443.21**	—
Charge for the year	0.05	12.04	2.09	21.11	—	9.78	35.54	**80.61**	—
Disposals/Adjustments for the year	—	—	(16.04)	(101.10)	(37.20)	—	(125.19)	**(279.53)**	—
Adjustment	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**0.00**	—
Balance as at 31 March 2025	**2.36**	**368.39**	**500.84**	**615.19**	**251.54**	**47.44**	**458.54**	**2,244.29**	—
Net block									
Balance as at 31 March 2024	**0.95**	**167.96**	**12.79**	**37.74**	**2.45**	**22.62**	**47.21**	**291.73**	**93.69**
Balance as at 31 March 2025	**0.90**	**155.92**	**14.69**	**24.71**	**2.11**	**12.84**	**22.22**	**233.40**	**191.98**

Federation of Indian Chambers of Commerce and Industry

Notes to the financial statements for the year ended 31 March 2025

(All amounts in ₹ lakhs, unless otherwise stated)

11 Non-current investments

	As at 31 March 2025	As at 31 March 2024
At cost		
Unquoted, non trade investments in equity instruments:		
Invest India		
17,000 (31 March 2024: 17,000) equity shares of INR 100 each	17.00	17.00
Agriculture Skill Council of India		
4,000 (31 March 2024: 4,000) equity shares of INR 10 each	0.40	0.40
National Skill Development Corporation		
510,000 (31 March 2024: 510,000) equity shares of INR 10 each	51.00	51.00
FLO Industrial Park		
900 (31 March 2024: 900) equity shares of INR 10 each	0.09	0.09
Total	**68.49**	**68.49**
Aggregate amount of unquoted investments	68.49	68.49
Aggregate provision for diminution in value of investments	—	—

12 Loans and advances

Particulars	As at 31 March 2025		As at 31 March 2024	
	Long term	Short term	Long term	Short term
Unsecured, considered good				
Advances against meetings, conferences, seminars and exhibitions	0.92	73.07	0.41	65.92
Goods and services tax credit	—	282.19	—	678.90
Deposit with government authorities paid under protest	—	136.10	—	59.27
Advances to suppliers	—	300.98	—	128.17
Prepaid taxes	1,910.86	1,177.42	1,308.18	2,284.51
Prepaid expenses	—	124.73	15.19	147.78
Advances to staff	—	42.46	—	26.87
Other advances	—	4.92	—	31.64
Total	**1,911.78**	**2,141.87**	**1,323.78**	**3,423.06**

13 Other assets

Particulars	As at 31 March 2025		As at 31 March 2024	
	Non-current	Current	Non-current	Current
Unsecured, considered good				
Deposits with bank having maturity of more than 12 months	4,941.40	—	3,673.22	—
Interest accrued on fixed deposits	142.29	765.83	100.32	962.48
Total (a)	**5,083.69**	**765.83**	**3,773.54**	**962.48**
Security deposits				
Unsecured, considered good	85.42	121.91	55.20	131.66
Unsecured, considered doubtful	—	34.00	—	34.00
Less: Provision for doubtful deposits	—	(34.00)	—	(34.00)
Total (b)	**85.42**	**121.91**	**55.20**	**131.66**
Total (a)+(b)	**5,169.11**	**887.74**	**3,828.74**	**1,094.14**

14 Accounts receivable (refer below note 14.1)

Particulars	As at 31 March 2025	As at 31 March 2024
Outstanding for a period exceeding six months from the date they are due for payment		
Unsecured, considered good	1,342.92	2,241.44
Unsecured, considered doubtful	1,179.35	1,883.00
	2,522.27	**4,124.44**
Less: Allowance for doubtful debts	(1,179.35)	(1,883.00)
Total (a)	**1,342.92**	**2,241.44**
Others		
Unsecured, considered good	3,863.57	6,489.99
Total (b)	**3,863.57**	**6,489.99**
Total (a)+(b)	**5,206.49**	**8,731.43**

^Refer note 26 for details of related party transactions.

14.1

Accounts receivable ageing schedule as at 31 March 2025

Particulars	Outstanding for following periods from due date of payment					Total
	Less Than 6 months	6 months-1 year	1-2 years	2-3 years	More than 3 years	
- Undisputed Accounts receivable-considered good	3,863.57	419.68	556.63	366.61	—	**5,206.49**
- Undisputed Accounts receivable-considered doubtful	—	—	—	—	1,179.35	**1,179.35**
- Disputed Accounts receivable-considered good	—	—	—	—	—	**—**
- Disputed Accounts receivable-considered doubtful	—	—	—	—	—	**—**
Total (a)	**3,863.57**	**419.68**	**556.63**	**366.61**	**1,179.35**	**6,385.84**
Provision for doubtful receivables (b)	—	—	—	—	1,179.35	**1,179.35**
Total (a) - (b)	**3,863.57**	**419.68**	**556.63**	**366.61**	**—**	**5,206.49**

Accounts receivable ageing schedule as at 31 March 2024

Particulars	Outstanding for following periods from due date of payment					Total
	Less Than 6 months	6 months-1 year	1-2 years	2-3 years	More than 3 years	
- Undisputed Accounts receivable-considered good	6,489.99	891.90	1,058.29	291.25	—	**8,731.43**
- Undisputed Accounts receivable-considered doubtful	—	—	—	—	1,883.00	**1,883.00**
- Disputed Accounts receivable-considered good	—	—	—	—	—	**—**
- Disputed Accounts receivable-considered doubtful	—	—	—	—	—	**—**
Total (a)	**6,489.99**	**891.90**	**1,058.29**	**291.25**	**1,883.00**	**10,614.43**
Provision for doubtful receivables (b)	—	—	—	—	1,883.00	**1,883.00**
Total (a)-(b)	**6,489.99**	**891.90**	**1,058.29**	**291.25**	**—**	**8,731.43**

15 Cash and cash equivalents

Particulars	As at 31 March 2025	As at 31 March 2024
Balances with banks	9,062.97	7,596.12
Cash on hand	3.30	4.40
Total	**9,066.27**	**7,600.52**

15a Bank balances other than cash and cash equivalents

Particulars	As at 31 March 2025	As at 31 March 2024
Deposits with banks having maturity less than 12 months	16,364.56	15,728.90
Margin money with banks having maturity less than 12 months*	600.00	700.00
Total	**16,964.56**	**16,428.90**

*Margin money with banks represents fixed deposits under lien with banks

Notes to the financial statements for the year ended 31 March 2025

(All amounts in ₹ lakhs, unless otherwise stated)

	Particulars	Year ended 31 March 2025	Year ended 31 March 2024
16	**Revenue from operations**		
	Membership fee^	3,648.74	3,256.19
	Total (a)	**3,648.74**	**3,256.19**
	Meetings, conferences, seminars and exhibitions income^:		
	Annual meetings	520.94	556.24
	Conference and seminars	26,334.99	34,768.18
	Exhibitions	1,040.40	9,210.68
	Total (b)	**27,896.33**	**44,535.10**
	Total (a)+(b)	**31,545.07**	**47,791.29**
	^Refer note 26 for details of related party transactions.		
17	**Other income**		
	Interest income		
	- on deposit with banks	1,563.50	1,352.13
	- on savings accounts	177.85	203.68
	- on income tax refund	127.66	—
	- on others	0.00	0.00
	Income from allied organisations	68.93	49.10
	Amortization of advance sponsorship fees	98.33	98.33
	Liabilities written back	280.49	286.34
	Profit on sale of property, plant and equipment (net)	—	6.37
	Miscellaneous receipts	87.87	103.93
	Total	**2,404.63**	**2,099.88**
18	**Meetings, conferences, seminars and exhibitions expenses**		
	Executive committee meeting	28.11	48.02
	Annual meeting	171.93	180.25
	Conference and seminars	21,530.77	30,191.09
	Exhibitions	681.97	8,204.83
	Total	**22,412.78**	**38,624.19**
19	**Employee benefits expense**		
	Salaries and allowances	5,134.00	4,531.88
	Contribution to provident and other funds (refer note 24)	268.75	255.66
	Staff welfare	394.98	338.38
	Total	**5,797.73**	**5,125.92**
	Less: charged to allied organizations, projects and events	(466.78)	(762.56)
	Total	**5,330.95**	**4,363.36**
20	**Finance costs**		
	Interest expense on delayed payments to micro and small enterprises	93.55	191.55
	Interest expense on finance lease obligations	2.54	4.97
	Total	**96.09**	**196.52**

Federation of Indian Chambers of Commerce and Industry

Notes to the financial statements for the year ended 31 March 2025

(All amounts in ₹ lakhs, unless otherwise stated)

	Particulars	Year ended 31 March 2025	Year ended 31 March 2024
21	**Other expenses**		
	Power and fuel	225.54	188.96
	Rent (refer note 25 for further details)	122.86	115.65
	Repair and maintenance:		
	- Building	83.19	22.58
	- Others	269.21	233.98
	Rates and taxes	117.21	104.05
	Property tax (refer note 34)	754.22	676.72
	Retainership fees (refer note 21.1)	862.54	760.95
	Media and publicity	94.48	20.74
	Printing and stationery	38.45	45.33
	Travelling and conveyance	33.96	27.28
	Entertainment	44.68	47.86
	Legal and professional fees	229.52	201.44
	Auditor's remuneration (refer note 21.2)	10.96	11.01
	Allowance for doubtful debts and advances	115.49	172.56
	Balances written off	44.68	4.39
	Corporate social responsibility expenditure (refer note 31)	34.85	43.81
	Communication expenses	93.49	70.69
	Subscriptions expense	18.77	8.91
	Security expenses	81.20	77.86
	Loss on sale/disposal of assets	4.65	—
	Miscellaneous expenses	111.98	134.28
	Total	**3,391.93**	**2,969.05**
21.1	**Retainership fees**		
	Gross retainership expenses	1,630.99	1,440.63
	Less: charged to allied organizations, projects and events	(768.45)	(679.68)
	Total	**862.54**	**760.95**
21.2	**Auditor's remuneration**		
	Audit fees	10.00	10.00
	Out of pocket expenses	0.96	1.01
	Total	**10.96**	**11.01**
22	**Prior period items**		
	Meetings, conferences, seminars and exhibitions expenses	—	2.80
	Total	**—**	**2.80**
23	**Exceptional items**		
	Property tax (refer note 34)	—	3,195.57
	Reversal of provision for claims	—	(267.54)
	Total	**—**	**2,928.03**

Notes to the financial statements for the year ended 31 March 2025

(All amounts in ₹ lakhs, unless otherwise stated)

24 Employee benefit obligations

Particulars	31 March 2025		31 March 2024	
	Current	Non-current	Current	Non-current
Gratuity	120.90	—	90.32	—
Compensated absences	45.56	586.00	37.84	575.24
Total	**166.46**	**586.00**	**128.16**	**575.24**

A Defined benefits plans - Gratuity (funded)

The gratuity liability arises on retirement, withdrawal, resignation and death of an employee. The aforesaid liability is calculated on the basis of fifteen days salary (i.e. last drawn basic salary) for each completed year of service subject to the provisions of Payment of Gratuity Act, 1972.

(I) Amount recognized in the income and expenditure account is as under:

Description	As at 31 March 2025	As at 31 March 2024
Current service cost	65.71	60.63
Interest cost	55.34	56.93
Expected return on plan assets	(47.26)	(42.76)
Net actuarial loss recognized during the year	47.10	25.53
Amount recognized in income and expenditure account	**120.89**	**100.33**

(ii) Change in the present value of obligation:

Description	As at 31 March 2025	As at 31 March 2024
Present value of defined benefit obligation as at the beginning of the year	765.45	771.35
Current service cost	65.71	60.63
Interest cost	55.34	56.93
Benefits paid	(98.41)	(152.46)
Actuarial loss on obligation	53.02	29.01
Present value of defined benefit obligation as at the end of the year	**841.11**	**765.45**

(iii) Movement in the plan assets recognized in the balance sheet is as under:

Description	As at 31 March 2025	As at 31 March 2024
Fair value of plan assets at the beginning of the year	675.13	610.91
Actual return on plan assets	53.17	46.24
Employer contributions	90.32	170.44
Benefits paid	(98.41)	(152.46)
Present value of defined benefit obligation as at the end of the year	**720.21**	**675.13**

(iv) Reconciliation of present value of defined benefit obligation and the fair value of assets:

Description	As at 31 March 2025	As at 31 March 2024	As at 31 March 2023	As at 31 March 2022	As at 31 March 2021
Present value of funded obligation as at the end of the year	841.11	765.45	771.35	730.89	676.85
Fair value of plan assets as at the end of the period	720.21	675.13	610.91	688.39	687.42
Net (asset)/ liability recognized in balance sheet	**120.90**	**90.32**	**160.44**	**42.50**	**(10.57)**

(v) Actuarial assumptions:

Description	As at 31 March 2025	As at 31 March 2024
Discounting rate	6.93%	7.23%
Future salary increase	5.50%	5.50%
Expected rate of return on plan assets	7.00%	7.00%
Retirement age (years)	60	60
Mortality table	IALM (2012-14)	IALM (2012-14)
Withdrawal rates		
- Upto 30 years	3.00	3.00
- Upto 31 to 44 years	2.00	2.00
- Above 44 years	1.00	1.00

Notes:

1 The discount rate is based on the prevailing market yield of Indian Government bonds as at the balance sheet date for the estimated terms of obligations.

2 The estimates of future salary increases considered takes into account the inflation, seniority, promotion and other relevant factors.

(vi) The major categories of plan assets as a percentage of total plan assets are as follows:

The Federation's liability on account of gratuity is ascertained by actuarial valuer and are managed by a trust namely 'Federation of Indian Chambers Commerce of Industry Employee's Gratuity Trust' is a defined benefit plan. The gratuity plan provides for a lump sum payment to the employees at the time of separation from the service on completion of vested year of employment i.e. five years.

B Compensated absences (unfunded)

(I) Amount recognized in the income and expenditure account is as under:

Description	As at 31 March 2025	As at 31 March 2024
Current service cost	63.29	69.73
Interest cost	43.89	46.14
Actuarial loss on obligation	116.06	65.05
Amount recognized in income and expenditure account	**223.24**	**180.92**

(ii) Change in the present value of obligation:

Description	As at 31 March 2025	As at 31 March 2024
Present value of defined benefit obligation as at the beginning of the year	607.05	625.25
Current service cost	63.29	69.73
Interest cost	43.89	46.14
Benefits paid	(201.19)	(199.12)
Actuarial loss on obligation	116.06	65.05
Present value of defined benefit obligation as at the end of the year	**629.10**	**607.05**

(iii) Actuarial assumptions:

Description	As at 31 March 2025	As at 31 March 2024
Discounting rate	6.93%	7.23%
Future salary increase	5.50%	5.50%
Retirement age (Years)	60	60
Mortality table	IALM (2012-14)	IALM (2012-14)
Withdrawal rates		
- Upto 30 Years	3.00	3.00
- Upto 31 to 44 Years	2.00	2.00
- Above 44 Years	1.00	1.00

Notes:

1 The discount rate is based on the prevailing market yield of Indian Government bonds as at the balance sheet date for the estimated terms of obligations.

2 The estimates of future salary increases considered takes into account the inflation, seniority, promotion and other relevant factors.

C Defined contribution plans

The Federation makes contribution towards employees' provident fund and employees' deposit linked insurance scheme for qualifying employees. Under the schemes, the Federation is required to contribute a specified percentage of payroll cost, as specified in the rules of the schemes, to these defined contribution schemes. The expense recognized during the year towards defined contribution plan is ₹ 232.26 lakhs (31 March 2024: ₹ 216.50 lakhs).

25 Leases

Operating Lease

Where Federation is a lessee

The Federation has entered into rent agreements as a lessee for office premises, which are in the nature of operating leases. Rental expense for operating lease during the year amounts to ₹ 122.86 lakhs (31 March 2024: ₹ 115.65 lakhs).

Finance Lease

During financial year ended 31 March 2021, Federation entered into finance lease with Hewlett Packard Financial Services (India) Private Limited for leasing of 142 and 45 laptops . Lease liability shall be repaid in 20 quarters starting from 1 October 2020 and 1 January 2021 respectively.

Particulars	31 March 2025		31 March 2024	
	Minimum lease payments	Present value	Minimum lease payments	Present value
Term				
0-1 years	16.14	14.69	28.34	25.81
1-5 years	—	—	16.00	15.73
Later than 5 years	—	—	—	—

26 Related party disclosures:

In accordance with the requirements of Accounting Standard-18 - "Related Party Disclosures", prescribed by Companies (Accounting Standards) Rules, 2021, as prescribed under Section 133 of the Act, the names and nature of related party where control exist irrespective of whether or not there have been transactions between them, as identified and certified by the management, are given below:

a) Relationships

(i) Key managerial personnel ('KMP')

Ms Jyoti Davar Vij	Director General/Director	(w.e.f 8 July 2024)
Mr. Shailesh Kumar Pathak	Secretary General/Director	(w.e.f 15 February 2023 to 11 June 2024)
Mr. Harsha Vardhan Agarwal	President/ Director	(w.e.f 21 November 2024)
	Senior Vice President/ Director	(w.e.f 9 December 2023 to 21 November 2024)
	Vice President/ Director	(w.e.f 17 December 2022 to 9 December 2023)
Mr. Anant Vardhan Goenka	Senior Vice President/ Director	(w.e.f 21 November 2024)
	Vice President/ Director	(w.e.f 9 December 2023 to 21 November 2024)
Mr. Vijay Sankar	Vice President/ Director	(w.e.f 21 November 2024)
Mr. Anish Shah	Immediate Past President/ Director	(w.e.f 21 November 2024)
	President/ Director	(w.e.f 9 December 2023 to 21 November 2024)
	Senior Vice President/ Director to 9 December 2023)	(w.e.f 17 December 2022
Mr. Subhrakant Panda	Immediate Past President/ Director	(w.e.f 9 December 2023 to 21 November 2024)
	President/ Director	(w.e.f 17 December 2022 to 9 December 2023)
Mr. Sanjiv Mehta	Immediate Past President/ Director	(w.e.f 17 December 2022 to 9 December 2023)

(ii) Entities where KMP's have significant influence/control

Emami Limited	Company in which Mr. Harsha Vardhan Agarwal is Vice Chairman and Managing Director
CEAT Limited	Company in which Mr. Anant Vardhan Goenka is Director
Chemplast Sanmar Limited	Company in which Mr. Vijay Sankar is Director

Transport Corporation of India Limited	Company in which Mr. Vijay Sankar is Director
TVS Motor Company Limited	Company in which Mr. Vijay Sankar is Director
Mahindra & Mahindra Limited	Company in which Mr. Anish Shah is Managing Director and Chief Executive Officer
Indian Metal & Ferro Alloys Limited	Company in which Mr. Subhrakant Panda is Managing Director

Particulars	Year ended 31 March 2025	Year ended 31 March 2024
b) Related party transactions		
The following transactions were carried out with related parties in the ordinary course of business:		
i. Remuneration to KMP		
Ms. Jyoti Davar Vij	49.21	—
Mr. Shailesh Kumar Pathak	108.15	104.66
ii. Revenue from membership fees		
Emami Limited	1.50	1.20
CEAT Limited	7.00	7.00
Chemplast Sanmar Limited	1.50	—
Mahindra & Mahindra Limited	7.00	7.00
Indian Metal & Ferro Alloys Limited	—	7.00
iii. Revenue from meetings, conferences, seminars and exhibitions		
Emami Limited	149.09	123.52
Ceat Limited	121.68	5.00
Chemplast Sanmar Limited	0.15	—
Transport Corporation of India Limited	4.24	—
TVS Motor Company Limited	2.27	—
Mahindra & Mahindra Limited	141.55	143.49
Indian Metal & Ferro Alloys Limited	—	102.93
c) Balances at the end of the year		
Receivables		
Emami Limited	20.70	—
Ceat Limited	13.51	2.16
Mahindra & Mahindra Limited	8.12	8.83
Salary Payable		
Mr. Shailesh Kumar Pathak	15.98	—

27 Unhedged foreign currency exposure:

The amount of foreign currency exposures that are not hedged by a derivative instrument or otherwise are as under:-

Particulars	As at 31 March 2025		As at 31 March 2024	
	Foreign currency	₹	Foreign currency	₹
Included in cash and cash equivalents				
USD	0.07	5.96	0.03	2.38
Closing rates are as under:-				
USD		85.50		83.37

28 **Earnings in foreign currency:**

Particulars	As at 31 March 2025	As at 31 March 2024
Meetings, conferences, seminars and exhibitions	654.00	1,445.62
Total	**654.00**	**1,445.62**

29 **Expenditure in foreign currency:**

Particulars	As at 31 March 2025	As at 31 March 2024
Meetings, conferences, seminars, and exhibitions	472.04	929.54
Retainership expenses	350.04	262.32
Rent	3.02	6.18
Miscellaneous expenses	—	15.75
Total	**825.10**	**1,213.79**

30 The Federation is registered under section 12A of Income-tax Act, 1961 and is claiming exemption on its income under Section 12A(1)(ac)(iv) of the aforesaid Act. Hence, no provision for income tax has been made in the financial statements.

31 In accordance with the provisions of Section 135 of the Companies Act 2013, the Federation has spent a sum of ₹ 34.85 lakh (31 March 2024: ₹ 43.81 Lakh) towards CSR activities during the year ended 31 March 2025. The details of amount spent is as follows:

Particulars	As at 31 March 2025	As at 31 March 2024
(a) Gross amount required to be spent by the Federation during the year	34.85	43.81
(b) Amount spent during the year ended 31 March 2025	34.85	43.81
(I) Construction/acquisition of any assets		
Paid during the year	—	—
Yet to be paid	—	—
(ii) on purchase other than (I) above		
Paid during the year	34.85	43.81
Yet to be paid	—	—

(c) Movement of provision for corporate social responsibility expenses

Opening Balance	Amount required to be spent during the year	Amount spent during the year	Closing Balance
—	34.85	34.85	—

32 **Segment reporting:**

Business segment

The Federation's business activity falls within a single business segment i.e. organizing meeting, conference, seminars and events to articulate the views and concerns of industry. Therefore, segment reporting is not applicable.

Geographical segment

The Federation operates within India and does not have operations in economic environments with different risks and returns. Hence, it is considered operating in single geographical segment.

33 Reconciliation of liabilities arising from financing activities

Particulars	Finance lease obligation
As at April 1, 2023	65.22
Cash outflow	(28.35)
Non-cash changes	
Recognition of lease liabilities	—
Finance cost on lease liabilities	4.97
As at March 31, 2024	**41.84**
Cash outflow	(28.35)
Non-cash changes	
Recognition of lease liabilities	—
Finance cost on lease liabilities	2.54
As at March 31, 2025	**16.03**

34 Contingent liabilities	**As at 31 March 2025**	**As at 31 March 2024**
Claims against the Federation not acknowledged as debt:-		
Property tax matter (refer note (i) below)	3,078.01	3,078.01
Goods and service tax matters (refer note (ii) below)	7,816.27	1,854.11
Service tax matter (refer note (iii) below)	95.60	95.60

(i) New Delhi Municipal Council has raised a property tax demand of ₹ 8,212.14 lakhs for FY 2009–10 to 2024–25 using the Comparable Rent method against the unit area method for financial year 2009-10 to 2018-19. Payments amounting Rs 1,868.43 lakhs have been made against the said demand. Further, an amount of ₹ 3,265.69 lakhs has been provided for and the balance of Rs. 3,078.01 lakhs is disclosed as a contingent liability based on legal opinion and court rulings. It is considered for the purpose of provisioning that the Unit Area method applicable for the financial year 2009-10 to 2018-19 as opined by an eminent lawyer. Further, the management has filed an appeal against the said demand in Hon'ble High Court on the grounds that Federation being a charitable institution as per the section 62 of New Delhi Municipal Council Act, 1994 is exempted from the payment of property tax.

Accordingly, provision of ₹3,265.69 lakhs (31 March 2024: 2,511.48 lakhs) (refer note 7) has been made and remaining liability of Rs. 3,078.01 lakhs (31 March 2024: 3,078.01 lakhs) is disclosed as a contingent liability."

(ii) The Federation is currently involved in multiple indirect tax litigations under the Central Goods and Services Tax Act, 2017. The cumulative disputed demand across various cases pertains to various financial years ranging from 2017-18 to 2022-2023 including tax, interest, and penalties—amounts to ₹7,816.27 lakhs (31 March 2024 : 1,854.11 lakhs). These disputes primarily pertain to alleged excess or ineligible claims of Input Tax Credit (ITC), short reversal of common ITC under Rule 42 and Rule 43 of the

Central Goods and Services Tax (CGST) Rules, and technical discrepancies and interpretation-related issues under GST laws.

Appeals have been filed before appropriate judicial and quasi-judicial forums, including the GST Appellate Tribunal and the Customs, Excise and Service Tax Appellate Tribunal (CESTAT).

Based on legal advice and detailed assessment of the merits of each case, the management is of the view that that no adjustments are required to be made to these Financial Statements. Accordingly, no provision has been made in the financial statements in respect of these matters. However, in accordance with applicable accounting standards, the total disputed amount has been disclosed as a contingent liability.

(iii) A service tax demand of has been raised for the period FY 2014-15 to FY 2017-18 (up to June 2017). The allegation pertains to non-payment of Service Tax on certain invoices issued to Andhra Pradesh Innovation Society (APIS) and non-filing of ST-3 returns.

An appeal has been filed before CESTAT, New Delhi, and based on legal advice, the outcome is expected to be in our favour. Accordingly, no provision has been made in the financials at this stage. However, in accordance with applicable accounting standards, the total disputed amount has been disclosed as a contingent liability.

Notes to the financial statements for the year ended 31 March 2025

35 Ratios

Particulars	Numerator	Denominator	Unit	31 March 2025	31 March 2024	% Variance	Reason for Change in ratio in excess of 25% compared to preceding year
(a) Current ratio	Current assets	Current liabilities	Times	2.05	1.85	10.89%	
(b) Debt-equity ratio	Total debt: Lease liabilities	General funds	Times	0.00	0.00	0.00%	Due to increase in the general funds during the year
(c) Debt service coverage ratio	Earnings available for debt service: Net surplus + Depreciation and amortisation + Interest on lease liabilities	Debt service: Interest and principal payment of lease liabilities	Times	95.98	34.75	176.20%	Refer note 1 below
(d) Return on equity ratio	Net surplus	Average general funds	%	13.94%	4.33%	222.02%	Refer note 1 below
(e) Inventory turnover ratio	Cost of material consumed	Average inventories	Times	Not applicable	Not applicable		Refer note 2 below
(f) Accounts receivable turnover ratio	Revenue from operations	Average net Accounts receivable	Times	4.53	6.76	(33.04%)	Due to decrease in the revenue from operations during the current year
(g) Accounts payable turnover ratio	Meetings, conferences, seminars and exhibitions expenses and other expenses	Average accounts payable	Times	2.83	4.58	(38.14%)	Due to decrease in the total expenses during the current year
(h) Net capital turnover ratio	Revenue from operations	Working capital: Current assets-Current liabilities	Times	1.79	2.79	(35.61%)	Due to decrease in the revenue from operations during the current year
(i) Net profit ratio	Net surplus	Revenue from operations	%	8.36%	1.52%	448.32%	Refer note 1 below
(j) Return on capital employed	EBIT: Net surplus before finance cost	Capital employed = Tangible net worth + Total debt	Times	0.13	0.05	151.76%	Refer note 1 below
(k) Return on investment	Income generated from funds in fixed deposits	Average invested funds in fixed deposits	%	7.44%	6.70%	11.10%	

Notes

1. Change in ratio is on account of provision for property tax expense booked during the financial year ended 31 March 2024.

2. The Federation is not into manufacturing/sales of product, hence this ratio is not applicable for the Federation.

Federation of Indian Chambers of Commerce and Industry

Notes to the financial statements for the year ended 31 March 2025

(All amounts in ₹ lakhs, unless otherwise stated)

36 Additional Disclosures

a) Title deeds of all the immovable property (other than properties where the Federation is the lessee and the lease agreements are duly executed in favour of the lessee) are held in the name of the Federation.

b) There are no proceedings initiated or pending against the Federation for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made there under.

c) The Federation has not revalued its property, plant and equipment during the year.

d) The Federation has been sanctioned overdraft limits for working capital amounts from banks on the basis of security of cash and cash equivalents but there is no requirement to file monthly/ quarterly return with banks.

e) The Federation has not been declared a willful defaulter by any bank or financial institution or government or government authority.

f) The Federation does not have any transactions with struck-off companies.

g) The Federation does not have any charges or satisfaction which are yet to be registered with Registrars of Companies (ROC) beyond the statutory period.

h) The Federation has not traded or invested in crypto currency or virtual currency during the financial year.

i) The Federation does not have any such transaction which is not recorded in the books of account that have been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 such as, search or survey or any other relevant provisions of the Income Tax Act, 1961.

j) The Federation has not granted loans or advances in the nature of loan to any promoters, directors, KMPs and the related parties (as per Companies Act, 2013), which are repayable on demand or without specifying any terms or period of repayments.

k) The Federation has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall.

(1) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Federation (Ultimate Beneficiaries)

or

(2) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.

l) The Federation has not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Federation shall.

(1) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries)

or

(2) received any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.

37 The Ministry of Corporate Affairs (MCA) has prescribed a new requirement for companies under the proviso to Rule 3(1) of the Companies (Accounts) Rules, 2014 inserted by the Companies (Accounts) Amendment Rules, 2021 requiring companies, which uses accounting software for maintaining its books of account, shall use only

such accounting software which has a feature of recording audit trail of each and every transaction, creating an edit log of each change made in the books of account along with the date when such changes were made and ensuring that the audit trail cannot be disabled.

The Federation uses a SaaS based accounting software, which is operated by a third-party software service provider, for maintaining books of account of Head Office has a feature of recording audit trail (edit log) facility at the application level and the same has operated throughout the year, however, for database level, the 'Independent Service Auditor's Report for the Security, Availability, Processing Integrity, and Confidentiality Criteria' ('Type 2 report' issued in accordance with ISAE 3000 (Revised), Assurance Engagements Other Than Audits or Reviews of Historical Financial Information') does not include details on the existence on audit trail feature at the database level.

The audit trail has been preserved at the application level by the Federation as per the statutory requirements for record retention.

38 In the opinion of the management of the Federation, assets, loans and advances have a value on realization in the ordinary course of business at least equal to the amounts at which they are stated and provision for all known liabilities have been made.

39 Previous year amounts have been regrouped/reclassified, where necessary to conform to current year's classification.

For **Walker Chandiok & Co LLP**
Accountants
Firm Registration No. 001076N/N500013

For and on behalf of the Board of Directors ofChartered
Federation of Indian Chambers of Commerce and Industry

Jagdish Kumar Gadi	**Jyoti Davar Vij**	**Anant Vardhan Goenka**	**Harsha Vardhan Agarwal**
Partner	(Director General)	(Sr. Vice President)	(President)
Membership No: 015651	DIN: 09757889	DIN: 02089850	DIN: 00150089

Place: New Delhi
Date: 26 August 2025

Place: New Delhi
Date: 26 August 2025

Notes

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Federation of Indian Chambers of Commerce and Industry

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